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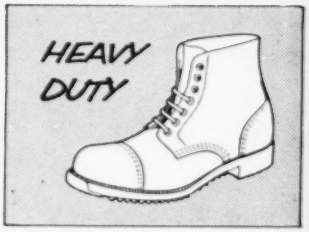

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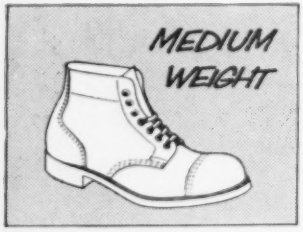

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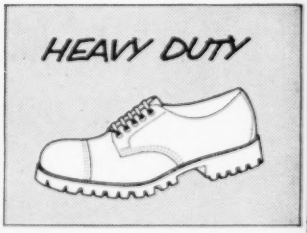

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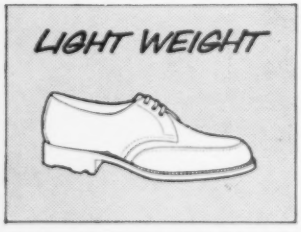

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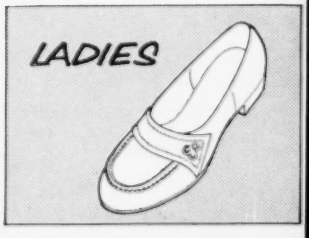

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January, 1961

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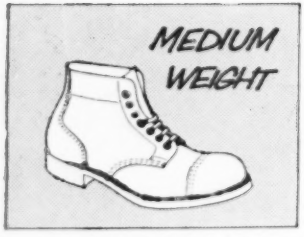

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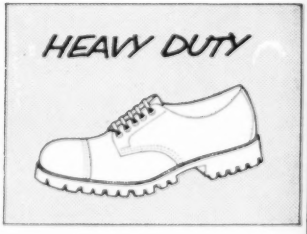

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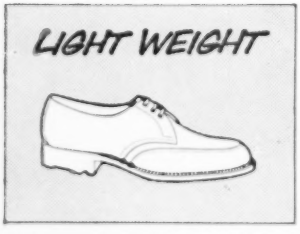

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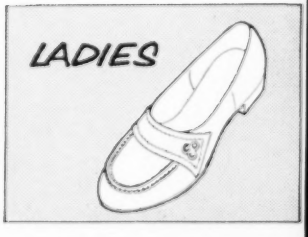

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news and comment

by Colin Balfour

ANOTHER year of tragic under-employment has ended. What can be done to achieve greater success in 1961? As I am writing this month's column during the season of goodwill, I shall refrain from my usual moods of 'bone-picking', reflective doubt and isolated hopefulness, to do a bit of stocktaking.

Regular Balfour-tasters, in factories and offices (whose most critical letters give me rare pleasure) are so bedevilled by detail, that aims are forgotten, objectives obscured by a crowded diary and energies are too easily dissipated on routine. I will try to clear at least a part of your loaded desk before the New Year is far advanced.

Some time ago, the International Union of Social Studies said that the curse of modern industry is that top management is overburdened with colossal responsibilities and confused by innumerable opportunities for personal development, whereas opportunities for growth are below all reasonable limits for those lower down the scale. Again, an objective survey of American manufacturing industry shows that almost 30 per cent of applicants had above-average intelligence and were likely, if engaged, to have their intelligence under-employed.

DURING 1960, I have had the privilege of intensive discussions with more than 90 personnel managers; and I can report growing interest in human development programmes and less inclination to accept the roles of servicing their colleagues in management with an occasional bear-hug and a glass of Horlicks or distributing grapes in the hospital wards. Cynical? Not a bit of it! I am delighted that the tide is turning and that personnel specialists are more prepared to delegate such tasks as informal, consolatory counselling and the obligation of sick-visiting.

There is undoubtedly a priority of duties for men who assume personnel titles and the managing of a 'personnel practice': the need is greater for the circulation of 'tonics' such as effective incentives and high-quality training schemes, than for the dispensing of tranquillizers such as the 40-year docility award, the ironically named half-hunter. No matter where a personnel man/woman comes from—axed officer or arts graduate without a set ambition—success can be reached through the realization that their work is founded on knowledge, and not on geniality.

IN general terms, the end of all human action is the growth of personality. In work situations, this can be achieved in two ways: directly, by fitting a person to

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by Colin Balfour

news and comment

a job so that his abilities are challenged but not overstrained; and indirectly, through productivity which can create conditions for a satisfying way of life on and off the job. I will stick my neck out and tell those industrialists and theorists who sometimes doubt what personnel management is, or should be, that it is the branch of management that seeks to balance and satisfy the requirements of productivity and personal development, fitting individuals into jobs so that they can give of their best, and attempting to guarantee security and continuity of work. In short, the personnel manager is dedicated to the full employment of the individual.

SO let us take a look at the present situation, to obtain a clearer picture of jobs to be done in 1961. And by this, I do not mean jobs that can be expected to fall into your lap, but work you can initiate—the work by which your own prospects are determined.

- ▶ Full-employment has caused selection skills to fall into neglect (see p. 20). An excellent chance for untrained interviewers to catch up on objective selection
- ▶ Induction is still reserved, in too many firms, for small groups such as apprentices
- ▶ Ancient patterns of training—for skilled, unskilled and non-runners—are revered today (see p. 26), and that brave new body, the Industrial Training Council, has too small a voice
- ▶ House journals persist in appearing relatively useless, the approach is too casual and trivia predominate. Enterprising editors can be persuaded to make their magazines more serious: their motto might be business before gossip
- ▶ Safety programmes are hampered by dullness and staleness. How many firms would call in an advertising agency to sell safety? (See June, 1960, issue)
- ▶ An industrial health service is a long way off—it's not even in the middle distance. Only Slough, Harlow, Newcastle are on the health map
- ▶ Too many personnel departments are under-staffed with the result that, in some cases, time is squandered in unavoidable negotiations and the communications network breaks down.

JUST one year ago, Mr. A. B. Waring, chairman and managing director of Joseph Lucas (Industries) Ltd., brought out *People and Productivity* to emphasize the contribution of good human relations to productivity. He explained that a permanent works notice is exhibited in the Lucas organization, offering training so that operatives can become chargehands, chargehands develop into foremen—and training is available for managerial responsibilities and internal promotion. It appears that there are unrusted ladders connecting each level of the Lucas organization chart. Could you honestly say that there is as much traffic on the ladders of your firm's chart? It strikes me that a firm which is really growing sees that its employees are growing too!

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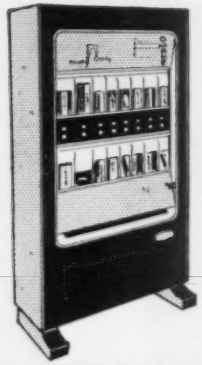

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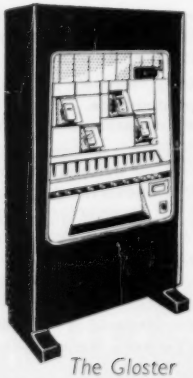

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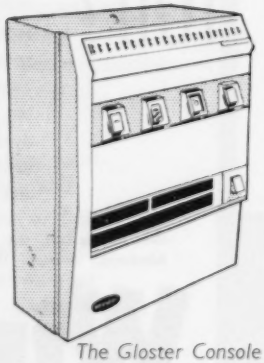

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Personnel Management

IN CRAWLEY

by S. M. G. Macdonnell

UNLESS the Minister of Housing decides soon on the future development and ultimate size of Crawley, local personnel managers will be in for a tough time. Although there is a general satisfaction, among the 11,000 people employed in the 75 new factories, with the move to this new town in Sussex—the only one south of London—anxieties concerning the building programme are mounting. The Ministry has taken three years (and may take more) to approach a decision: this delay has already arrested the expansion of Crawley industry and constitutes a grave threat to the employment possibilities of its 12,000 youngsters who will be leaving school during the next ten years.

Not only are Crawley industrialists justified in objecting to the 18-month-old shortage of houses—except for key workers, and not everyone agrees how such a person is defined—but they are also grieved by an atrocious bus service (not uncommon in New Towns); by firms still arriving in the town undermanned; and by poor casualty and ambulance services. In these circumstances, firms are reluctant to expand and, in many cases, they are compelled to postpone training programmes. Worse still, a number of companies are forced, because of the shortage of female labour, to allow 'home-work,' which smacks of old-fashioned Birmingham firms and the traditional home industries of the Western Highlands of Scotland. This pre-industrial revolution practice is hardly becoming for a New Town.

A USEFUL yardstick for many personnel problems in Crawley is the experience of **W. C. Youngman Ltd.**, largest manufacturers of extending ladders and pallets in the country, and first company to build a factory in any of the New Towns. Until roughly a year ago, according to **Mr. C. H. Cuttriss,** deputy managing director of the firm, the Development Corporation had maintained a proper balance of industry and housing. But permission had already been granted for two new firms to go to Crawley, employing about a thousand people, when there are almost as many vacancies registered at the local labour exchange. Lulled into a false security, such pioneers of the New Towns complain of the cold hand of bureaucracy that can quietly strangle a business.

So acute is the housing shortage that Mr. Cuttriss is convinced that firms and developers of the town must anticipate a company's expansion by at least two years. But the situation today is that some 35 firms have notified the Corporation of their intention to expand—provided that housing will be available to them in time. This 'waiting game', which can only be resolved by the Minister of Housing, is the current scare; but no recruiting agent in Crawley can hope for the indefinitely sustained help of the housing bait in attracting skilled workers to Crawley.

Meanwhile, a fierce scramble—only half-admitted—is taking place for certain grades of worker; and this rivalry is aggravated by conditions of full employment. Youngman's employ a liberal proportion of married women and suffer the inevitable high turnover. They are obliged to take on juniors, whose efficiency appears to be nil in some departments. The dream has had more time to fade in Mr. Cuttriss's mind—and that is why he does not smile when recalling that his firm has paid £1,000 a year ground rent for nine years on a plot where they are not likely to build for some years—or until more houses are available. Maybe, firms are so feather-bedded at first that such new towns might be established, that they are reluctant to admit the conclusion of the first, growing stage, full of promise, and recognize the uncomfortable realities of the second phase.

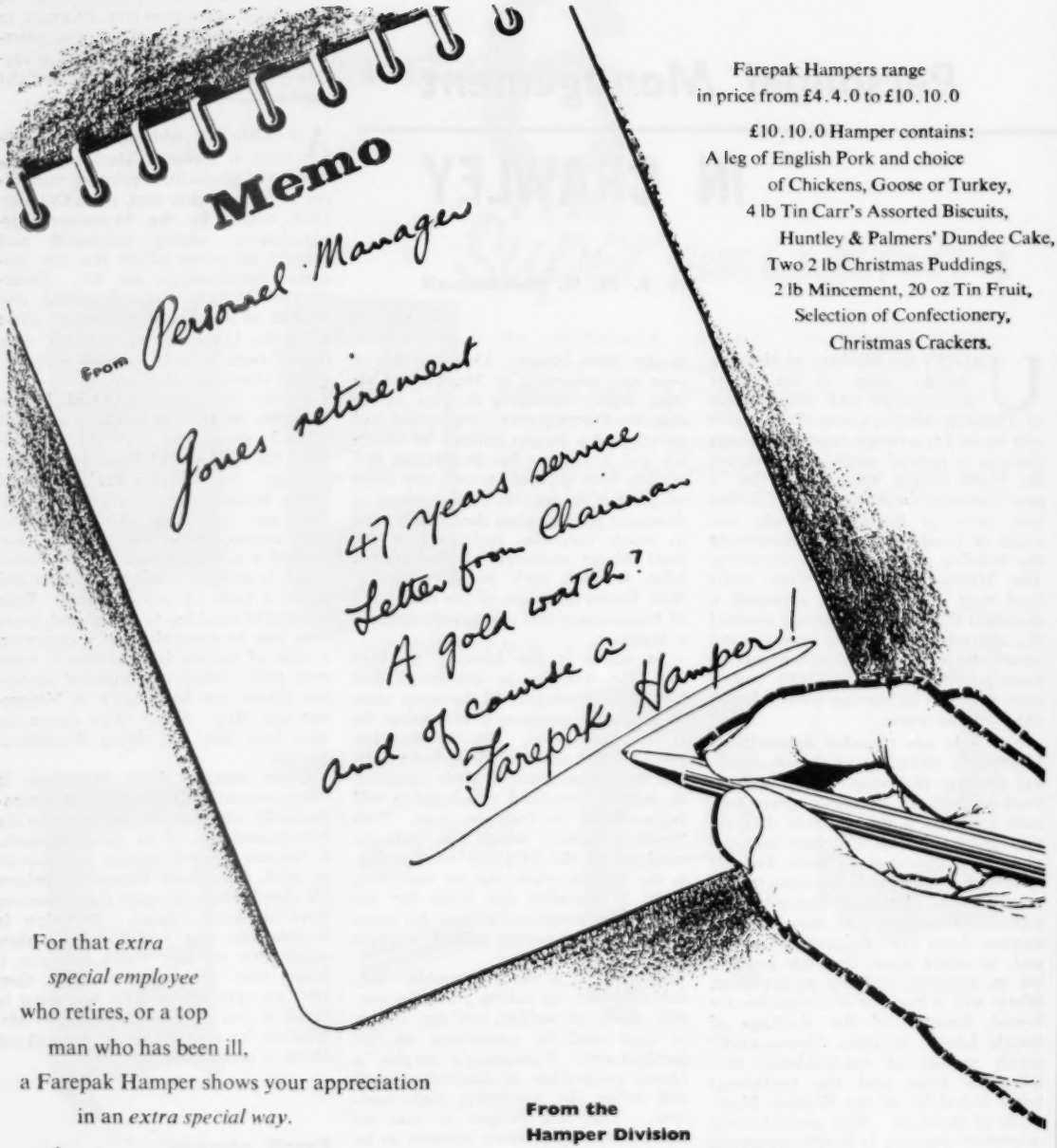
AN oldish firm with a young management is **Pictorial Machinery Ltd.,** makers of photo-litho printing machinery of high quality and, since October, 1955, owned by the Monotype Corporation—a wholly successful and smooth take-over which has not disrupted relationships one bit. Three-quarters of their labour is skilled, and 84 out of their 134 employees came out from London with the firm: only two of them have left, which indicates a high degree of stability.

Former service manager with Monotype, **Mr. D. H. J. Schenck,** is assistant general manager of Pictorial Machinery. He told me of their two bonus schemes. As well as a straightforward bonus based on a calculated allowed-time per job, after several requests from employees for more money, they devised a supplementary bonus scheme which is partly a production bonus and partly a form of profit-sharing. Each completed machine is priced and every time one is despatched to a customer, a sum of money is paid into a common pool. These accumulated monies are shared out half-yearly in November and May. A bar chart shows the men how they are doing throughout the year.

Quite separate from Monotype in every respect, this company is sympathetically administered and respects the fair-mindedness of its shop stewards. A veteran foreman-packer still travels to work daily from Dagenham (where his family belong), and the Company buys his season ticket. This firm is flexible and also frank—because they admit that as they could not give a young man a complete training, they offer no apprenticeships. And what is more, if you mention Ashridge to Mr. Schenck, he knows you are not talking about a crematorium.

Small change

"WE offer no special carrots," says **Mr. E. J. Stevenson,** office manager with **Salisbury's Handbags Ltd.** Distributing centre for their 108 retail branches, their Crawley factory has attracted sufficient married women (90 per cent of those on pay-roll),



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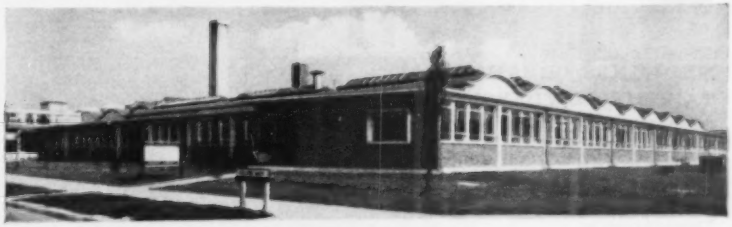
IN CRAWLEY

since it replaced their Stoke Newington headquarters two and a half years ago. The work for the unskilled, such as examining, ticketing, labelling and selecting handbags from stock, is visually pleasing and not a noisy activity. But the merit of having such a high degree of mechanisation for office work has drawbacks, as Mr. Stevenson finds himself short of trained calculating machine operators.

Taking pains to be honest in engaging staff, Mr. Stevenson has a few fringe benefits up his sleeve. For instance, there is the subsidized canteen; a third week's holiday after 10 years' service; a sick-pay scheme providing after the six-month qualifying period full pay for the employee for six weeks and half-pay for the following seven weeks, and then a sympathetic case-review. Staying power is particularly rewarded in Salisbury's programme by the non-contributory pension-scheme—eligibility comes at the 20-year mark—granting a quarter-pay pension at the minimum age and graduated to half-pay after 40 years with the Company.

"People are happier here than they were in London—at least, judging from the sounds they make". And in spite of the fact that only 25 per cent of the present employee total was brought from the London factory, the labour-turnover is only slightly higher in Crawley. But more than one of their women has missed the facility of living within a stone's throw of work and the inadequate bus service together with the urge to have more children, which is an emancipating quality of these New Towns, has tempted them to throw up their jobs.



Growing pains are over for Crawley homes and factories: and now the employers must fend for themselves

Fine start

A WELSH G.P. who emigrated to Kalamazoo in America, gave name and start to the world-wide Upjohn organization; and the liberal and attractive personnel policy of **Upjohn of England Ltd.** derives directly from the American parent company. Moving from restricted quarters in Park Lane to five and a quarter acres in Crawley nearly four years ago, this ethical pharmaceutical company market chiefly antibiotics and steroids; but they intend to manufacture too, when they have extended the present buildings and augmented their staff.

Executives in such British subsidiaries often exhibit a formidable buoyancy—and Upjohn's secretary, **Mr. R. E. Pratt,** is no exception. Before setting up his wage-scales in Crawley, he made a survey of rates in the pharmaceutical industry and in the area, to ensure that their normal wages would be in the top bracket and to guard against initiating an upward spiral on the estate. This is not the only advantage Upjohn employees have gained in having a professional man, who is also a businessman, looking after their interests.

Working conditions bordering on the glamorous, a subsidized and really bright canteen, a doctor on the staff, and a magnificent pension scheme are some of Mr. Pratt's recruiting tools. Owing to the risk of not getting on the evening bus (and the long walk to the bus-stop from their offices on the estate edge), their staff finish at 5 o'clock instead of 5.30 p.m. at their own request, taking only a half-hour for lunch. Mr. Pratt does not mind this arrangement and excuses this system as "the best we can do for them", whilst he is fully aware that the staff are not being fully refreshed at mid-day.

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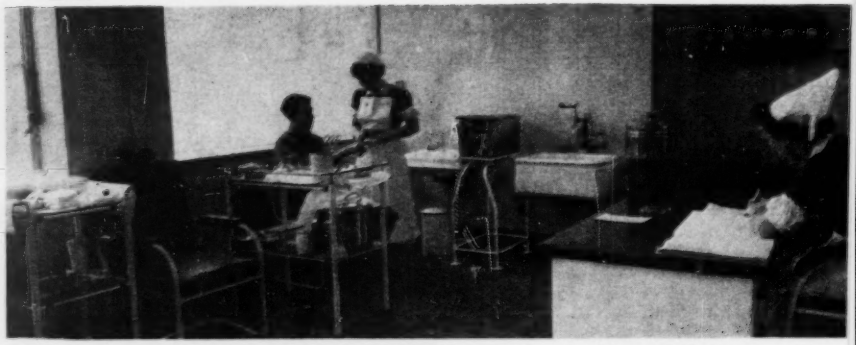

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IN CRAWLEY

the insurance people), and there is also free life-insurance for everyone in the scheme. After only one year's probation, the 'pensioner' can look forward to 60 per cent of his final salary, which is most generous in relation to the 66 per cent legal maximum and the 50 per cent average throughout industry.

It does not look as if Mr. Pratt will have much trouble gathering in school-leavers to be trained by the scientists composing the proposed production staff. Since some of the new sections will observe sterile working standards —"better than hospital conditions"— the status of such responsible work will be a certain lure. In laboratory work of this nature, it is of first importance that individuals should be devoid of bad work habits—so youngsters are ideal.

The clock back

"NO one is ever sick on a Friday in Crawley," **Mr. Edward Adler,** director of **Corocraft Ltd.,** who make jewellery, has been persuaded that this is true because his 'homeworkers' collect their money then. Understanding that a pool of female labour existed at Crawley, Corocraft settled there, but the pool was soon drained by other firms with the same requirements. So work is farmed out, delivered to homes by van—and there is a long queue for it: this practice is common with jewellery firms in Birmingham, but it seems a more retrograde step in a New Town context. (It is illegal in the United States and you need a Ministry of Labour permit for it in Canada.)

At the Corocraft parent company in Providence, U.S.A., it is customary for people to work no more than 35 weeks in the year. At Crawley, they have their peaks and valleys in this fashion business. Expected redundancies, plus the 'experimental' employees endured by every Crawley firm in its first 18 months, have given this firm fantastic turnover figures. Though they have never employed more than 300 at one time, since May, 1959, some 680 names have appeared on their books. One or two curious applicants stayed for only a half-hour.

Not enough female labour is available—even for jewellery work

Because of space limitations and sequential work, Mr. Adler cannot offer part-time jobs, but he does operate a high-bonus system—a girl can easily earn £10 a week of which £4 would be bonus money. Though Mr. Adler could do with a few office-machine operators, the attractive work at Corocraft is a guarantee that most jobs are quickly filled.

THE day I spoke to personnel assistant of **Monogram Electric Ltd., Miss K. E. Winterbottom,** she had a fresh experience of sampling. A branch of the General Electric Company of America, Monogram has only been in production since June, so that they are still suffering from floaters. One woman had started work that Tuesday morning at eight o'clock and just after 10 o'clock she walked past Miss Winterbottom's window. At first, she thought the woman might have forgotten to tell her she had already fixed a dental appointment, or had a similar commitment; but she was wrong. The woman had just changed her mind about the work.

In this factory, with American top management, 37 men and 95 women turn out more than 3,000 electric blankets daily. But in a town where the men are tempted to run away to London for ten shillings an hour on night-work, loyalty is only to the pay-packet. And the women who move to empty new houses are bitten by the consumer durables bug, and the H.P. fever drives them out to work: their basic reluctance to take jobs (against their domestic instinct) is expressed in job-switching and neurotic behaviour. With a large number of women working together, morale is continually being undermined by frequent absences for their children's ailments and anxieties attributable to the lack of proper nursery schools.

To check aimless grumbles and frenetic visits to the first-aid room—"they go through any amount of medicines"—financial incentives are being applied. A premium bond for a "no lost-time record," and a bonus scheme enabling even young girls to earn four shillings an hour. It is clean work in uncramped conditions, and before long the generous policy here will be appreciated.

Firm friends

'A GOOD old family business' is not a good enough description of **T. C. Dowdall & Sons Ltd.** who had been in existence for 75 years before they arrived in Crawley in 1954. Their notions on personnel management, director **M. C. Dowdall** told me, have been handed down from the time of his great-grandfather who founded the firm. With six Dowdalls in top positions, there is no need for specialised, divisional management at their present size—roughly 25 women, 75 men.

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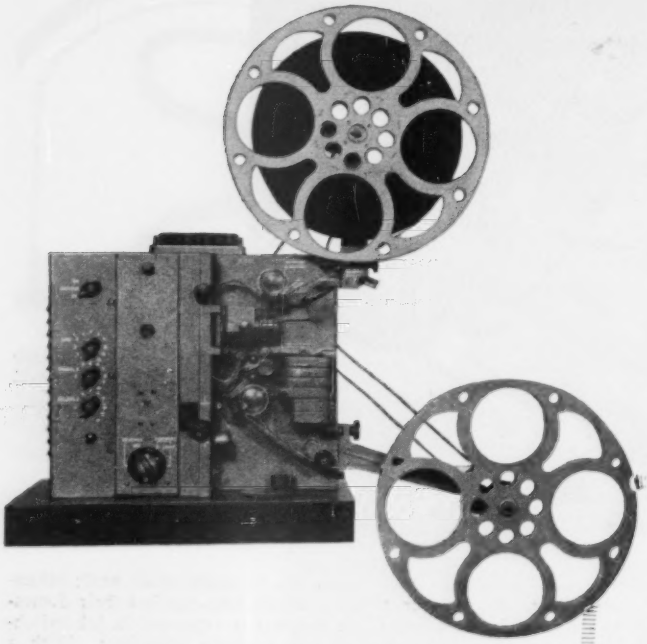

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Personnel Management

IN CRAWLEY

countries and the U.S.A., Dowdall also have a sizeable stake in the home market for their birdcages, metal furniture, and polythene-coated domestic hardware. When they first came to Crawley, there was great chasing of the wage-packet as there were some 500 vacancies for married women then (still quite a number today), and some have done the rounds of the factories. Mr. Dowdall feels that this is not a bad thing, the process is one of self-selection, the lazy finding the easy berths and "after a while, the word gets round who are the slave-drivers."

Like most newcomers to Crawley, this firm has expanded about 10 per cent annually, and they are satisfied with the 70-odd local recruits who have stayed with them. Indeed, they admit that the turnover and some staff problems have made them more efficient. The nucleus of older and skilled male employees do not leave—the turnover takes place among the women and the first-rung boys. Their last retirement was a man of 78 who had worked with Dowdall since he was 13.

Though their trade fluctuates, they never drop below 80 employees—and, when necessary, an evening shift is introduced in a peak period. With an informal, friendly management, they have no need to channel enquiries; and established employees address directors by their christian names. Male staff are superannuated and a group-bonus scheme for the three divisions—men, women, youths (skilled, unskilled and learning), is based on the total turnover. Everyone is in this scheme—office staff, foremen and factory sweeper alike. Rewards are in proportion to responsibility and, each week, notices are placed in the canteen indicating output, and, quarterly, monetary figures are given. Where blood ties ensure maximum co-operation at the top, and in a business where innovative skills are so necessary, it is unlikely that this management will ever become burdensome.

STILL running a coach from Croydon for older workers (it costs the men only six shillings a week), **Mr. A. Nicholls,** works manager of **K.D.G. Instruments Ltd.,** can boast of a labour-turnover of less than one-half per cent "and that's mainly women in the office." To release skilled operators, he fits in men past the retiring age and co-operates with the Ministry of Pensions and with Darby and Joan clubs to this end.

"Three years ago, only 50 indentured apprenticeships were offered on this estate. This year, there were 200 vacancies." K.D.G. has expanded too at a rate of between 15 and 20 per cent each year—but not at Crawley. New roots have been put down at Littlehampton—"people in resorts are tired of only seasonal employment"—and at Rustington: it is too expensive for them to spread in Crawley. Mr. Nicholls would be happier too if the Corporation had planned for more car-park space.

"ONCE a woman is trained by us, she tends to stay. It's difficult for them to get the same money elsewhere." Though it has grown from being 70 strong to 200 in seven years at Crawley, **Langleys London Ltd.** are a steady unit. Apprentices, day-release, contributory pension scheme for staff and works, a sports and social club run by employees (the Company matches their contributions), and a most friendly atmosphere in which to make electrical insulating materials. "Without employees and shareholders," says company executive **T. H. Frost,** "Langley's would not exist. And we tell people this".

And on your wife's confinement, there are flowers from the chairman.

How much longer?

"THOSE responsible for allocating houses have done and are doing all they can—but they are not to blame for the housing policy." Personnel manager of **Edwards High Vacuum Ltd.,** Mr. A. J. Herbert, faces the future in a mood of caution mingled with exasperation. "We've hardly had a house offered us for 18 months."

Determined not to outbid his neighbours to secure skilled workers—"You must not let yourself be blackmailed in industry"—**Mr. Herbert** does not believe in temporary solutions. Nor

With little new house-building, firms are having to make do with the skilled workmen they have

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IN CRAWLEY

does he appreciate the argument that restricts new houses and re-lets to key workers because at Edwards, where they specialize in high-vacuum pumps, he feels that any man in a key position could only have reached that job by internal promotion, prompted by the testimony of Company experience. Clearly pleased with the transfer from London to Crawley, blunt Mr. Herbert has coped with an increase of 500 employees (present strength is 900), so that his eye is always on the hard-pressed housing manager.

Changed tempo

EMPLOYEES of **Stone-Chance Ltd.** have the luxury of a chef in the canteen instead of a cook. Personnel officer and New Zealander, **Mr. A. R. Galbraith,** who was in the Vitamins Group, congratulates his predecessor for finding a chef tired of hotel hours. With only nine months in this particular harness, Mr. Galbraith is still circulating as much as possible to get his bearings. He also spends much time interviewing in this light-engineering firm producing submersible pumps, marine optical and lighting equipment for flashers and lighthouses.

"I try to see that everyone gets a fair crack of the whip. We have a merit-scheme which stops favouritism. I control job-rotation and the salary structure: I also tell people why they don't get something they may have expected. I work so that they all get justice."

The 250 hourly-paid people and 32 apprentices (electrical and mechanical) take up a lot of his time—and they are a little short-handed in every department. He would like to send more supervisors away on courses but "you only really feel the benefit from these courses when you have people to spare." This firm has come from Birmingham, via Deptford, and the management is still not fully adjusted to the not-so-tough bargaining atmosphere of Crawley.

IT is not only the small firm rocketing towards success and expanding rapidly that goes to a New Town. **Bale & Church Ltd.,** left a small third floor 'factory' in Billingsgate (where every product was removed by hoist), so that their 11 employees could make *Kleenoff* for cookers, kettle descalers, and assemble mops—in Crawley.

In 1951, **Miss B. Newman,** the firm's secretary, who is amused by their engineer's skill in mechanising work, was bothered by goods taking three weeks to get to Leicester by way of Brighton. But the running-in troubles are over now. Realistically, Miss Newman employs six married women from 9 a.m. to 4 p.m., to coincide with school hours. One man has been with the firm since 1913; and another since 1922. Not much fear of palace revolutions here!

SINCE the early summer of 1958, just ahead of the development of Gatwick Airport (that is, just in time for them), **Axia Fans Ltd.** went to Crawley and succeeded in creating stable employment conditions. "We have had no sudden shrinkage or expansion," remarked director **R. E. Thompson,** "and we have not cut overtime working since 1950. They regularly have their Saturday morning and a few evenings and I remind our shop-stewards that half Crawley was on a 4-day week when we came down. Some of our chaps get 60 per cent of their wages through incentives, so that a sheet-metal worker can average £1,300 a year."

Mr. Thompson would like to have some apprentices in all age groups as they are short of skilled men. "I went to Glasgow to recruit them and a colleague has gone to Dublin—but the ordinary shipyard welder is no use to us." Of those already in the fold, Mr. Thompson has perhaps the greatest respect for the foremen. "Shop-foremen should have as much authority as possible. I'd much rather be a shop-steward. They pick their people; but a foreman is a stranger in his own place. He needs all the backing management can give him."

Wading in

"IF we had listened to the authorities, we'd never have come here. We called a meeting for women interested in our work. About 70 turned up, but they could only work certain hours. So we decided to build and set the hours (9-3, 10-4) to suit the labour available." A great pragmatist is **Mr. J. D. Gold,** managing director of **Stanmor of London,** trouser-makers, who quickly discovered local rates were low by his standards. From raw labour in May, 1960, they were making 5,000 pairs a week by September (hoping to reach 10,000 by next June), and a girl of 17 can earn £12 a week on piece-work.

"We pay a small initial wage—they're all learners here to start—but we rationalize jobs. We find the young learn quickly, they have open minds and, after just four weeks, the youngsters asked to do piece-work. A month after leaving school, they can get £7-£8 a week as we pay equal pay for equal work. And if a girl is star-gazing, I don't ask her why, because they justify your faith in them. They wanted to smoke on the job. We agreed as long as no garment was spoiled. We've not had one spoilt in four months."

To recruit youngsters, Mr. Gold invites school-children to the factory three nights a week for an hour and a half, with free transport and refreshments. Nothing they make is sold. He is showing rare initiative by building a crêche on roughly half of his 5,000 sq. ft left for expansion, coming to terms with the employment situation, and making sure he will not have to advertise for married women.

Mr. Gold is a businessman who knows the value of good relations at work. "You can be a businessman but you can over-reach yourself. It is not whether we make a profit of £10,000 or £20,000 that worries me but whether we make a profit and are strong. It's not moral nor clever to lord it over people. You must have humility in business. I tell people they'll have a good job and be as happy as the rest of them. When I see how some people manage, I think it's a pity some of them ever read a book."

The Editor, Advertisement Director and Staff of *Personnel Management and Methods* wish all their readers and advertisers happiness and prosperity in the New Year

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Blue Collar Man, by Theodore V. Purcell. *Oxford, 50s. post paid.*

THE WORKER'S dual allegiance—to union and management—was studied for 10 years in Swift & Company, in three different cities, in relation to the three national (U.S.) unions in the meat-packing industry. It is some comfort that the author can conclude optimistically by calling on the leaders of the two groups to show that factory work and dignity are not incompatible, that large organizations and individual freedom and participation can still be reconciled.

Industrial Labour in India, edited by V. B. Singh and A. K. Saran. *Asia Publishing House, 48s. post paid.*

NINETEEN EXPERTS, in separate essays, discuss Indian attitudes to social security, wages, industrial relations and sociology. Although this scholarly book is offered as a textbook, it is likely to be of great interest to students of human relations in this country since most of the 'management clichés' are revaluated as they are explained in the course of this work.

Trade Unions and the Government, by V. L. Allen. *Longmans, 36s. post paid.*

UNUSUAL INTEREST is demanded by the parts of this book dealing with the Government as an employer (with reference to labour problems in the Civil Service), the discussion of the significance of strikes, the special relationships between unions and Labour Governments, and the summary of the total influence of trade unions.

Accidents and Ill-health at Work, by J. L. Williams. *Staples, 47s. post paid.*

FOR THE FIRST TIME in one volume, a broad picture is presented of methods used in accident-prevention on a national scale. The author shows how some methods apply to limited sections of the working population; achievements are not overlooked and inconsistencies explained. A disturbing comparison is made with international practice.

When we recall that for every minute lost in industry through a strike, nine are lost through accidents and two hours owing to sickness—the experiments at Slough, Harlow and Newcastle seem pitifully far from the proposed occupational health service.

Work Improvement, by Guy C. Close. *John Wiley, 64s. post paid.*

THE ANALYTICAL APPLICATION of work sampling and the principles of motion economy, the comparative utility of job simplification versus job enlargement, and the uses of imaginative thinking are explained for all who are interested in work improvement. Each technique is supported and illustrated by actual examples and case histories.

Employee Discipline, by Lawrence Stessin. *Bureau of National Affairs, 56s. post paid.*

WITH THE GROWTH of collective bargaining, managements have agreed that no discipline will be imposed without just cause. But what is "just cause" and how is it applied to specific employee infractions?

Professor Stessin takes each area of employee discipline—insubordination, absenteeism, gambling, strike misconduct—and tries to see what standards can reasonably be applied. For personnel managers, this book is a guide to company rules which employees will accept as reasonable and will thus keep disciplinary measures to a minimum.

American Labor, by Henry Pelling. *Chicago University Press, 41s. post paid.*

IN A READABLE and authoritative narrative history of Labour in the United States, Mr. Pelling attempts to show what is uniquely "American" about these experiences and what impact this movement had on the civilization in which they occurred.

Trade Unions and the Labour Party Since 1945, by Martin Harrison. *Allen & Unwin, 33s. post paid.*

THIS IS a thoughtful discussion of the vexed problem of forming union policy democratically and every stage from branch to annual conference. In this dispassionate analysis, myth and polemic are penetrated to show the motivation directing the opposition to industrial managements.

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Readers' Letters

Sir,

I was intrigued by the extracts from Dr. McMurry's book—which I have now purchased—but I object to the generalizations on which his article 'Sparrows and Eaglets' is based.

I agree whole-heartedly that "a successful vice-president in charge of sales is not merely a matured and seasoned version of almost any successful district sales manager". And I believe that you could take a dozen year-old infants, subject them during infancy to injections of dilute brandy and Havana essence, make them repeat the name of Sir Miles Thomas three times a day before meals and let their finishing school be Henley—and they still would not make managing directors. I know that there are such creatures as "birds of a different feather from the very start."

The danger lies in thinking that everyone can be classified according to plumage, habitat or early performance. Is not the 11-plus furore directed against the false assumption that individuals can be accurately measured and their potential forecast in their early years? No, Dr. McMurry! I say that even at graduation-time your most objective evaluations can be utterly wrong. The kind of 'bigness' essential in a good manager is not a matter of birthdays or of intelligence quotients; and it takes some spotting.

L. W. BRIGHT.

Eastbourne,
Sussex.

Sir,

Laudable as I find Colin Balfour's appeal for industries or individual companies to set up special 'contingency funds' (December issue), I cannot help feeling that he may have missed an important aspect of the present uncertain situation faced by industries hit by the Government 'squeeze'.

It is the practice for certain firms who fall on hard times to make concerted efforts in conjunction with the trade unions, to endeavour to spread the work-load: four, three, even two-day weeks are not unheard of. But should we not consider the position in a broader light? If we do, it becomes evident that there are not a few companies in 'hard-hit' areas which would be only too willing to absorb much of the surplus labour.

The question then occurs to me: Is it not to a certain extent 'immoral' for the temporarily embarrassed firms and trade unions to restrict the movement of workpeople who are in no sense of the word gainfully employed?

K. JENKINS.

Rushden,
Northants.

Sir,

In the September issue, your 'News and Comment' included garbled reference to Mr. J. Gibson Jarvie's comments on the existing state of Trade Unionism in the United Kingdom. The extract of Mr. Jarvie's comments given by you inferred that he considered ALL unionism was corrupt, destructive and unintelligent; your comments infer the extreme opposite to this view—that all unionism is intelligent, constructive and a constant source of contribution to the communal well-being. What complete rubbish!

Mr. Jarvie stated that *some* unions were controlled by a destructive political force and that members followed blindly any activities that such leadership advocated. Do you defend the grip of Communism on some unions? Do you consider that communistic ideals are likely to foster good relations between labour and management?

How many unions have contributed more motive power than "the skin of a pantomime horse" in recent years? Name them and detail their motivating activities and you will name the small unions in close touch with individual employers. Try to attach constructive thought and action to the giant unions —you will have to delve very deeply indeed.

Listen to the political resolutions 'debated' at union meetings and at the Trades Union Congress and you will understand to what Mr. Jarvie was referring when he suspects that unions intend "ultimately to supplant the Government".

I suggest that you should keep your head above the surface at all times—during wild-cat strikes, during "chalk-line" disputes, during closed shop or racial troubles and in regular dispatchings to Coventry—not only when one of management's representatives dares to speak against your precious unions.

E. CARTER.

Deodar Road,
Putney,
S.W.15.

Sir,

As a regular reader of your publication may I presume to make what I consider to be a constructive suggestion regarding the 'Equipment Market' section.

I think it true to say that personnel managers, personnel officers and welfare officers in industry are by now well-acquainted with most of the leading suppliers of safety, canteen and welfare equipment. Even if they are not, you seem to carry advertisements for the major section of reputable manufacturers.

If my supposition is correct, I feel that you would do well to pay a little more attention to the other lines that personnel management and its accessory services need. For example, what personnel department would not welcome details of more improved records or wages systems? Also, with the increase in the numbers of office workers, I regard it as essential that personnel managers should turn a little more attention to the equipment needs of their clerical and executive staff.

I realize that the proposed Office Regulations will do a lot to improve conditions for the white-collared section of industry. But your publication would do us a real service if it would keep us informed more closely of new services and aids as they become available—if not *before* they are on the market.

ALAN GARTON.

Street Lane,
Leeds, 8.

In full employment, the tables are reversed: the 'leading role' is denied to the interviewer (I.C.I. photo) ▶

Skills for a rainy day

Anomalies abound in personnel selection today. From questions put to 52 specialists, Richard Bates discovers that highly-trained selectors are regularly without a real choice, and less skilled interviewers, because of location, may be overwhelmed with good applicants

LACK of ambition in candidates who invariably think they should start at the top; never at the bottom. This was given to *P.M. & M.* by a chief sales executive as the reason why his company of precision engineers has no real choice of worthwhile candidates from whom to fill vacancies. His problem, whilst arising from uncommon difficulties, is none-the less typical of a more generally accepted trend in Britain's industrial 'sixties.

Whether it is provoked by over-employment, by low individual wage and salary rates or, as a personnel manager from Ellesmere has discovered, by 'poor further educational facilities in the district', the fact remains that proper numbers of job-applicants are diminishing at an alarming rate.

There may be firms who can claim to feel no such cold wind blowing through their interview offices and along the production lines. The proprietor of a South London laundry says that he can get the right people in sufficient numbers quite frequently. Yet, in the same postal district you will find another company in the same industry, employing a similar workforce and reported that it has "a constant supply of candidates; but only one in every 12 is suitable for employment".

In this light, it is hardly surprising that the selection process, whether it be for personnel to join a large manufacturing organization of more than 8,000 employees or a small hosiery factory of no more than 46 people, should be subjected to substantial unsettling influences. With such real difficulties in acquiring labour or staff, and even with 'full employment in the managerial field', as a staff manager with world-wide responsibilities observed, is there any particular value in evolving complex—though valid—selection techniques?

On a spot

It appears that not only has this question been answered—by an unqualified 'No'—but the whole field of selection has been thrown out of gear by the impact of full-employment. If we take a look at the applications of scientific tests, we shall probably find the best illustration of the anomalies that are spreading through this branch of the selection process.

By far the greatest number of managers and others responsible for selection work have admitted that they have no real choice: therefore, well over half our selected group (30 is the exact figure), have thrown scientific tests out of the window. They have, as one of them expressed it, "devoted all our energies to the man-to-man interview since it is less time-consuming".

Nothing particularly inconsistent, at first glance. But the correlation must not be made. The 31 firms who have answered 'Seldom' to the question of

whether they have a real choice are not the same firms who have abandoned objective testing. Inconsistencies arise when we examine who actually plan their selection along scientific lines. Among them we find 11 companies who have lost their choice through one of many reasons. They have few candidates to choose from and yet they continue in their zest for selecting the needle in the haystack when there is no haystack.

The managing director of a small wholesale business in Glasgow puts this group's case by suggesting that "there is no cause to scrap your navy just because there is a temporary lack of sailors". A more serious situation appears to have developed among firms who have no problems in gathering the requisite numbers of applicants for a particular vacancy. Of the 15 companies who are in such a fortunate position, no fewer than 10 have seen no merit in instituting objective tests.

The implications of what many would consider as deficiencies are only reduced in exceptional circumstances. For instance, as in the case of the office manager in the City of London: although allowing certain staff to enter employment without strict initial selection, he insists on everyone undergoing a trial period. "Although these methods may appear somewhat unorthodox, they have resulted in 90 per cent success". As for a manager in charge of 24 staff, so for an education and training officer with responsibilities for 350 young steel workers in the North Country: "I would suggest that neither of these methods (scientific or conventional interview) is as reliable as selection by observation".

It would be invidious to condemn or praise anyone solely on the fact that he used or neglected intelligence or aptitude tests. What about other forms of selection, such as the home interview, the patterned interview, chain or group selection? It is unfortunate that, although there is an increase in the number of firms using such techniques as compared with the numbers applying tests for particular abilities, the majority again do not claim them as common practice.

Common plan

Perhaps the most popular form is the biographical interview which accounts for something like 18 of the 21 people who said that they used such selection methods. An engineering manager from Salford probably went further than anyone else in comments upon individual methods. He observed that "During several years practical experience of taking works people on—and I include supervision—I have found that without a systematic interview procedure that is continually and rigorously checked for its success, you might just as well ask the men on the factory floor to do your selection for you".

Other special methods of selection aroused a number of varied comments which, although contributing little to an appraisal of common usage, may be taken as some form of temperature gauge. The senior clerk in an East Anglian nationalized industry has this to say about the stress interview: "Never!" Quizzically, a personnel manager in charge of 300 textile workers said "No" to all techniques and substituted "Intuition!"

Few people use the pure form of stress interview. One company that does, incorporates it in its group selection: "But we are thoroughly opposed to deliberate stress for the sake of stress", replied the manager from a light engineering works. A Carlisle firm with some 120 employees says that they have had "a high degree of success by engaging young and training internally". More senior staff in this company are selected with the aid of advice from a parent company. Alternatively, some of the candidates wishing to join a food manufacturing firm in West London are allowed "a couple of days at a unit to help them make up their minds about us and ours about them as people".

If it is generally true that the majority of companies are not practising systematic selection, how is it that they can assure themselves that their choice of candidates is or has been a correct one? The weight of evidence seems to point directly at the use of

checking a potential employee's references and other statements. Out of the 52 people who provided information on this topic, as many as 39 acknowledged the importance of taking up references. Of these, 21 gave it as their only point of contact with objective selection: these firms used neither scientific tests where applicable, nor any particularly novel form of selection.

Second opinions

Even here, practices differ widely. The works manager of an East London metal merchandizing company telephones the previous staff manager in connection with all new works and staff personnel. On the other hand, in Chapel-en-le-Frith, one firm differentiates between grades: "For senior staff, references are deemed necessary in all cases. Junior grades are accepted without reference, unless any doubt exists".

Many firms apparently wait until the appointment has been made before they take up references, thus putting the selection value into the background. In a small firm of some 24 employees, the office manager takes "the statement of ability and previous employment at face value. On selection, reference is then made to the last employer and our departmental heads check capabilities". This is also practised by a firm of stationery manufacturers in North London where the company secretary says; "I take up references after appointment and rely to a certain extent on my own personal connections".

The case against using references is made by the managing director of a firm of lithographic platemakers who relies largely in his selection on an assessment of personal character by observation, and who maintains that "most individuals work according to circumstances, and therefore previous employment is very misleading".

The question may arise: 'If firms are not developing their own selection techniques, is this a result of a wider call upon the services of outside bodies such as employment agencies and consultants?' With only two real exceptions, every one of our respondents answered that his firm had nothing to do with outside aids. "Why keep a dog and bark yourself?", queried a New Town personnel manager with over 500 employees to find. This was a typical reaction among many who thought that to use consultancy services was neither time-saving nor worth the fee that is asked.

HOW MANY RECRUITMENT STAGES DO YOU HAVE?

	1	2	3	4	5	6	7	8	9	10
Personnel specialists	–	2	1	8	4	6	1	1	–	1
Directors and general management	1	1	2	2	–	1	–	–	–	–
Departmental management	1	2	1	2	–	1	–	–	–	–
Company secretaries, etc.	–	3	1	–	–	2	1	–	–	–
	2	8	5	12	4	10	2	1	–	1

DO YOU HAVE A REAL CHOICE OF WORTHWHILE CANDIDATES?

	REGULARLY	SELDOM	VARIABLE
Personnel specialists in London	5	8	1
Personnel specialists outside London	5	7	2
Directors and line managers in London	3	10	1
Directors and line managers outside London	2	6	2
	15	31	6

A plastics company in Hull has indulged in small-scale selection with experts, "but without success". A company personnel manager in charge of many more works personnel and various levels of management has also called upon outside assistance, "but only to test the validity of our own personal selection".

Home ground

It appears that, regardless of the validity of their own selection procedures, firms are reluctant to let other people into their premises to help them. This independence is often quite vigorously defended. A young company secretary in the light engineering industry: "I do not wish to belittle the consultants, but we do feel that we are better suited to judge our own material". From Northern Ireland, a staff manager feels in a similar fighting mood: "Even in a firm as small as ours, there is nothing that suggests to me that any consultancy service provides as reliable an assessment of any personnel grade as we get from consultation between our executives and departmental managers".

From the fact that only two firms from those we asked for information have fallen back on external selection aids (approximately 4 per cent), it is indisputable that the size of company in term of numbers employed has no bearing on whether or not they have recourse to such assistance. But what is equally inescapable is the unhealthy situation where several firms have rejected any specialized selection techniques, relying solely on the doubtful qualities of intuition, experience, 'knowledge of people' and in the case of one general manager in a highly competitive industry "on a quick word with one or two likely characters who have been in their previous job for no less than two years".

There is however something on the credit side from the personnel specialist's point of view. In the first place, although we find that many

HIGHEST GRADE YOU HAVE AUTHORITY TO APPOINT?

	NONE	HOURLY	WEEKLY	SALARIED	JUNIOR MAN.	MID. MAN.	TOP MAN.	OTHERS
Personnel specialists	12	2	4	5	1	2	–	1
Directors	–	–	–	–	–	–	5	–
General management	1	–	1	1	–	1	–	–
Departmental management	1	–	2	1	–	2	–	–
Company secretaries, etc.	–	3	2	4	–	1	–	–
	14	5	9	11	1	6	5	1

HOW MANY SCIENTIFIC SELECTION METHODS DO YOU USE?

	ONE	TWO	THREE	MORE	NONE
Personnel specialists	7	6	–	–	17
Directors and general management	1	–	–	–	9
Company secretaries, etc.	1	1	1	1	8
	9	7	1	1	34

human relations managers and their associates have no direct responsibility for the final selection of staff or even works employees, it is they who show more inclination towards preparing the potential material for submission to others in the management field.

For example, in those firms which claim to have a regular supply of recruits, we found that in all cases the selection process was more refined and possessed greater penetration than in cases where even preliminaries to selection were in the hands of technical, departmental or other managers. Even the personnel manager from Sheffield who declared that he would "never presume to take such an important step" as the actual appointment of staff revealed that, by the time applicants reach departmental or board level, they have been most thoroughly screened and tested.

This point is also substantiated by some investigation of the process of recruitment. Whereas line management and others outside the personnel field tend to be satisfied with the minimum number of recruitment stages (advertising, issuing application forms and screening letters), personnel people tend to go in for a 4-, 5- or 6-stage process. It is only in firms that benefit from the services of a personnel department (and these are not only the largest companies), that such practices as a job-specification, internal advertising, short-listing and various other degrees of interview begin to appear.

Also in evidence is the tendency for personnel people, and a limited number of other managers outside the personnel field, to attempt serious validation of their diverse selection techniques. In other words, although complex procedures are not commonly adopted in industry and commerce, it is often the case that conventional methods of selection are backed up by individual systems, designed to assess the degree of success which can be attributed to them.

Naturally, we only ever hear of those techniques that have been successful: there are still a number of companies which have adopted a selection scheme and left it at that. In some cases, it is patently clear that the question of whether a particular method is the best, or even whether it works at all, has never been put.

Lone few

What are the chances for the future development of improved selection techniques? When the present situation changes; when good applicants begin again to turn up in some greater profusion, there is every indication that certain industries will be fully prepared to choose those who will be of most value to them.

Unfortunately, it is still the few who are able to give any substantial lead in this matter. So the question still rests: 'Will the many who are lagging behind, take up the challenge to reorganize the interview office so that the door through to the factory or commercial departments will not open to so many keys'?

Choosing the only way out

David Harrison brings two strangers to this office: work measurement and incentives

IN solving a problem at the head office of Hepworths Ltd. recently —and increasing the accounting machine room output by 30 per cent— a variation on an old saying was coined. Necessity has become the mother of incentive. For years Hepworths, who are the oldest and largest independent multiple tailors in Britain, had been keeping stock records in Leeds for nearly 300 branches all over the country. Because of increased trade and the changing pattern of orders, the office was steadily and unavoidably falling behind with the posting work.

There was, of course, one quick and easy way out. More operators . . . and more machines. Already a supervisor and 12 female operators, responsible to the chief accountant, were working in a keyboard accounting machine room. And already the decision had been made to take on more staff and buy more machines. The machines, in fact, were on order. But the delivery date was about seven months.

About this time, Production-Engineering consultants who were doing other work for the company, were asked to examine operations in the department to see if there was some way of cutting down the posting work. After a thorough investigation, it was clear that no improvements were possible. The layout was excellent. So was the quality of supervision revealed by the results of activity studies, which showed that time away from the productive output on the machines was no more than reasonable. In the meantime, the work kept mounting up. Something had to be done. Finally, it was decided to introduce a direct incentive scheme.

While the details of the scheme were being worked out and the standard of performance established, the chief accountant and the consultant brought the machine-room supervisor fully into

the picture. Then the scheme was outlined to the operators—to test their reaction as a group, and to explain what benefits there would be both to themselves and to the company. Later on, each operator was interviewed individually, and given the opportunity to ask any questions she liked about her own position in the team, how her particular skills could be improved, and about the future work pattern in the department.

How they run

To ensure prompt payment of bonus earnings, the working week was arranged to run from Thursday morning to Wednesday afternoon, payment being made on the following Friday. The operators were notified daily of the bonus they had earned. Standard operating speeds of 300, 200, 165 and 150 postings an hour were set for the four types of media handled. These speeds took into account time off for relaxation and personal needs. There was also a blanket allowance for f[illegible]ing stationery, changing ribbons and interruptions, determined from a three-day activity study.

A minimum bonus was guaranteed at first, scaled down over four weeks. It was considered that by this time each operator would achieve incentive performance. All bonus time earned was pooled. Each operator drew a share based on hours worked and on a 'personal grading factor', i.e., fully-trained, proficient, or trainee. Some claims about posting speeds on keyboard accounting machines tend to be misleading. There is only one way of finding the posting speed for a particular task—that is to measure it, using some knowledge of the job and the machinery and properly-applied work-study principles.

Work-study turns a searching eye on all activities. It is not concerned with the operator, but with the job he or she is doing. A record of previous operating speeds is useful if it is sufficiently broken down to operators and type of work. These can be considered against exploratory stop-watch time studies. For years, measurement has been widely used for determining how long manual jobs should take. Only comparatively recently has it been used to measure clerical jobs. True, the office situation presents certain difficulties not present in the industrial setting. But experience is showing that there is much more scope for work measurement in the office than was thought. Successful application of work measurement to clerical work and the improved control which usually results, depends mainly on co-operation from staff, and particularly on co-operation from managers and section leaders. This puts a special emphasis on the human aspect—which must never be neglected.

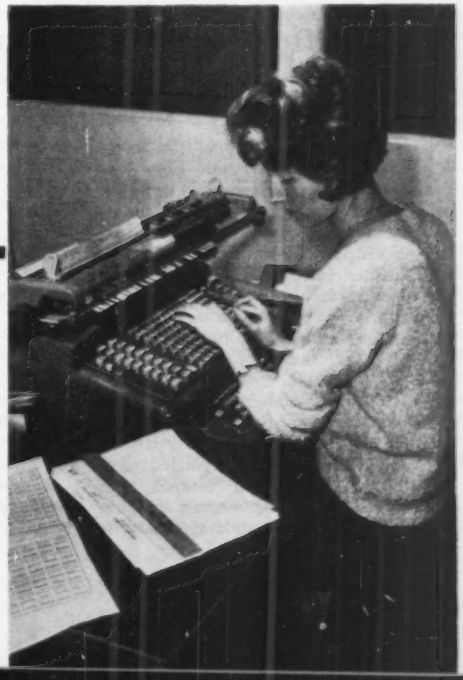
Work was speeded-up at Hepworths by the incentive scheme. But it was achieved only by good team work under first-class supervision. The possibility of more errors occurring was eliminated by making it clear that they would have to be corrected in unmeasured time, and not on bonus. The incentive payments in no way replaced other earnings. They were added to existing rates and did not do away with age grading or merit rating. And the new records of output gave extra—and accurate—data for deciding promotions.

In spite of this success story, it must always be borne in mind that incentive schemes can be bad as well as good. Their effectiveness depends on how they are installed as well as the use management makes of them. Sound schemes require careful thought and should be considered only as a means to an end. The end is creating self-respect, a stable labour force and increased production.

Sometimes, it is said that office staff object to being studied and timed and to working under incentive conditions. But recent experience is that routine office workers do not mind being studied, while the extra money from the incentive scheme is welcome. Moreover, boredom is lessened by having targets to aim at. Another 'against' argument is that staff performance is just about at its limit and that the work is so variable that no worthwhile standards can be set. The first part of this argument is not supported by the experience of consultants who have seen the effects of direct incentives in various offices. It is true that some work is infinitely variable—but it is often possible to re-organize an office so that staff who are processing routine data are separated from those who act on the information produced.

In the case-study I have described, most of the work was routine and it was possible to reduce the variable element—that is, unmeasured work—to small proportions. But universal application of direct incentives to offices is not recommended. Even where it is applicable, the degree of complexity of the work has a bearing on the time required for setting standards. Short-cycle machine operations can be studied and applied in two weeks. Complex manual operations might take four to six weeks—even longer.

The general rule is to apply an incentive scheme to a group when the individuals in the team share different work, or when the load cannot easily be allocated between them. The higher earnings are usually geared to the lowest in the group and are thus more likely to cause unrest. But this sort of scheme is simpler to apply. Individual schemes, usually applied where work is the same or similar for all operators, provide a keener interest, but the calculation of earnings usually takes longer.



An incentive scheme guaranteed that speeded-up work did not cut satisfaction

Off with the

These semi-skilled youngsters are no longer 'second bests'

John Wellens demands a new deal for the 'pseudo-apprentice'

THIS is the hey-day of the semi-skilled worker: not only has his pay-packet reached enviable proportions but, more important, thought is being given to his place in the industrial community. This is inevitable. Just as the time-served craftsman was the key to mediæval industry, so we have come to recognize the machine-minder, the operator, or if you prefer it, the semi-skilled worker as an important and indispensable figure in the labour force of our industrial society. So it is surprising that the training of semi-skilled labour has, until recently, been neglected; and despite this new-found interest, the training of men and women in this grade is lamentably undeveloped. In no other field of industrial training will there be such strides as in this over the next few years.

Our traditional attitude towards training the semi-skilled worker has been quite illogical. For the future skilled craftsman the employer assumes an obligation to provide him with training over a period of five years. But having no statutory obligations of a similar nature to the semi-skilled worker, the employer has tended to behave as though he had none whatever: the majority of semi-skilled workers have received no training of any sort for the jobs they occupy.

A new attitude is discernible; new practices are rapidly becoming established. And although the new movement is barely five years old, it is strong and growing: it derives its strength from the fact that, independently, several influences combine to urge it along.

Links with trade unions govern the curious use of the words 'skilled' and 'unskilled', referring not to the skill content of the job, but to whether the job is associated with membership of a craft union or not. In turn, this is tied up with the fact that certain trades are 'apprentice' trades and the jobs within them are described as 'skilled'. The situation has now reached the stage where some jobs in the unskilled sphere have a skill content greater than some of the so-called skilled jobs—some change is overdue.

Shackles!

Our system might be free from criticism if there were some mechanism for upgrading an unskilled trade to the status of the 'apprentice trade'. This rigid separation is usually a feature of those countries with a long industrial tradition. The newer countries, building on our experience, have made better arrangements; and it is interesting to note that there is a similarity between such arrangements from one country to another. It is usual, within these modern systems, for apprenticeship to be in the hands of a government agency—often termed the Apprenticeship Commission—one of its major duties being to declare which trades are to be categorized as 'apprentice trades'. Every year, three or four new trades are designated 'apprentice trades' from a given date. This upgrading keeps the apprenticeship system virile and responsive to society's needs.

In this country we do not have such a process, with the result that the situation must arise in which some jobs with a high-skill content continue to be classified as semi-skilled, the main drawback being that they continue to fall within that category to which, by tradition, no training is given.

Deep roots

What led to the present dichotomy? To answer this question fully one must refer to history, but one factor is dominant—the influence of the giant unions—the so-called industrial unions or the general unions. If workmen in a certain trade were organized in a special union open to men following that trade and to no others, they themselves would be in a position to agitate for skilled status. But to lose their unique identity by being part of a general union, particularly if this is of enormous size, renders recognition of skilled status a less attainable goal. The tendency to coalescence into giant unions and the ossification of the pattern of 'apprentice trades' go hand in hand.

It follows from this analysis that there are groups of workmen within our economy, classified as semi-skilled, who might more properly be re-classified as skilled. It also follows that, as industry becomes more complex, as new materials are introduced and new techniques developed, this class of 'misplaced' workmen will increase in size. Since there is not likely to be a change in our national system of apprenticeship, some solution to this dilemma must be found.

Still outside

It is almost inevitable that the accepted solution will be along the lines of the new system developed by the chemical industry, which established a new grade of worker, the qualified chemical operator. The traineeship which leads a young worker to this grade is similar in most respects to an apprenticeship: the period of training is five years and there is a programme of practical works training combined with day-release on a City and Guilds course at the local technical college. But this is not an apprenticeship: it does not lead to membership of a skilled craft union. Technically, the fully trained qualified chemical operator is 'semi-skilled'. The final irony of this system is shown by the fact that a boy cannot attain qualified chemical operator status if he fails in his final City and Guilds examination. So his status should be higher than that accorded on the conclusion of the normal apprenticeship, in which all who start eventually make the grade. The word 'apprenticeship' cannot strictly be applied to this form of training; I have suggested the use of the term 'pseudo-apprenticeship' and the term is gradually gaining currency.

The pseudo-apprenticeship is one form of training for the semi-skilled juvenile: it is the most advanced, the highest, form. It represents society's reaction to a creaking system which has failed to adapt itself to modern conditions.

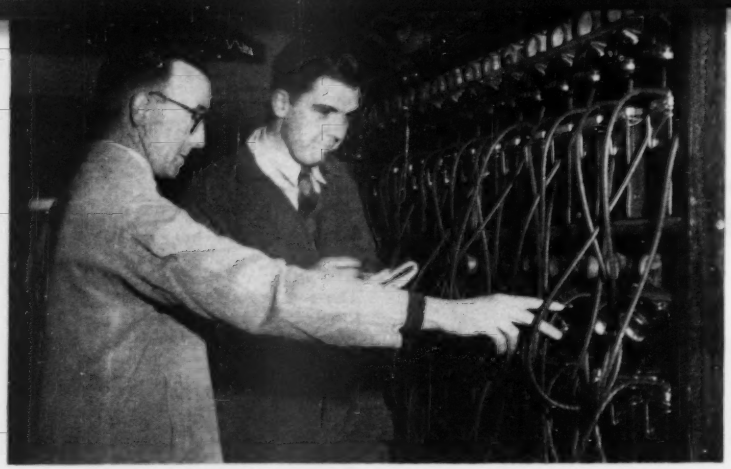
Prior to 1944, the elementary schools contained boys of high ability and promise, excluded from grammar schools by a variety of circumstances. These 'forgotten men' made a distinguished contribution to our industrial life: they became foremen and, later, managers or perhaps union leaders of a very high calibre.

The 1944 Education Act established a new social order in industry: it aimed at selecting the more clever children to occupy the grammar school places; and it has tended to remove the 'forgotten boys' from what are now the secondary modern schools. It has, therefore, interrupted the supply of foremen and made necessary a fresh approach to the business of recruiting them. This is no theoretical speculation: it is happening now. The firms who feel the change most are those who process some material by a complex sequence of machines all operated by semi-skilled workers. A hypothetical case might refer to a firm employing about 1,000 people, of whom 900 are process workers and between 50 and 100 are maintenance men. Today there is a dilemma facing the management of such a firm in finding suitable foremen. The very brightest youngsters have been removed entirely from the secondary modern stream; of those who remain, the best will have the pick of the jobs and will opt for an apprenticeship since this is the only way of securing training. Those who elect to enter the works as process operators will be the less intelligent. Thus the brightest entrants, in such a firm, will be in the maintenance department.

The poor foreman

Yet foremen will always be drawn from the ranks of the process workers since a foreman needs to be familiar with the process and its peculiarities. It would not be a satisfactory system to draw the future foremen from the ranks of the maintenance men. Thus, without systematic training for the process worker, a ridiculous situation is created in which the foreman must come from the mentally weaker entrants.

This situation has now been appreciated by several firms and the first



In most colleges, too many courses fit only the craft-apprentice

essential, in a firm of this type, is to draw at least a proportion of more intelligent boys on to process work. This is possible only if comprehensive training is offered; and so the second reason for the current awakening of interest in the training of semi-skilled juveniles becomes apparent: it is a necessary safeguard for producing effective supervision.

Not in the book

Of course, there is no such thing as 'the typical semi-skilled worker'. The term 'apprentice' has a common currency from one firm to another and from one trade to another, but it is otherwise with the 'semi-skilled trainee'. It is this fact which causes so much difficulty and so much talking at cross-purposes. Each firm must independently appraise its problem in the field of semi-skilled training.

If there has been no formal training for semi-skilled workers, how has industry met its needs in the past? By a variety of different practices, one of the most interesting being the 'gang system'. A gang may consist of, say, eight men each with his own unique function. In each gang the jobs are graded and the newcomer to the gang takes the lowest job. As opportunities arise, he moves up inside the gang to the higher jobs when they become available through promotion, retirement or untimely death.

In certain parts of the country this system has discouraged recruits and a system of training for semi-skilled juveniles has been one of the measures taken to make good the deficiency. Poor recruitment was one of the reasons for inaugurating the special two-year training schemes in the steel industry in the Sheffield area, although not less important was the fact that forge managers saw the need for men to be trained to a wider and sounder fundamental knowledge of forgeing practice than in the past.

Since inaugurating the forge scheme, the steel industry in that area has gone on to introduce other traineeships; for example, in the melting shops and the rolling mills. What is particularly interesting about these Sheffield schemes is that, if it had been possible (within our system) to designate these trades 'apprentice trades', the period of training applicable to them would have been automatically fixed at five years. Under the present arrangements—the lack of system if you like—a curious advantage has accrued: it has been possible to assess the most suitable period of training and create a traineeship of that duration—two years. As it turns out, this is probably a more economical device than designating the trade an apprentice trade.

This is yet a third category within the field of training for the semi-skilled job. Other categories are easily identifiable. Perhaps the most common being that form of training for the repetitive cyclic operation of which the cycle-time is of the order of a few minutes or less. This form of training —now known as specialized operator training—based on a work study appreciation of the operation, is now widely used, particularly since it has been exploited by some of the more progressive trade associations with an interest in training semi-skilled operators. This form of training is different from the three others described earlier: it usually occupies a period of about six weeks and it has its own techniques not applicable to other forms of training.

Make-shift course?

Foremost among the problems which face a firm about to inaugurate a new scheme of training for the semi-skilled juvenile is the almost complete absence of suitable technical college courses to ally with practical in-plant training. Almost every scheme in operation today uses items from courses originally intended for craft apprentices, the main exception being the Sheffield schemes, for which special technical college courses were designed by a committee formed for that purpose.

The second problem is that there is no stock solution to the question of how best to provide for the semi-skilled juvenile: each firm must analyse its own situation and develop its own solutions. Not the least intractable aspect is what might be termed the 'residual' problem. When a firm has identified its needs for pseudo-apprenticeships, for two-year traineeships and for short courses of specialized operator training, there will always remain a certain number of jobs with a skill content so low that no relevant training of any sort could possibly apply to them. This, in time, will come to be recognized as a social problem, rather than an educational problem but, all the same, we are likely to hear a great deal about this aspect in the years ahead.

New blooms

With the main bulge in school-leavers due to start emerging from the secondary modern schools in July, 1961, with new ideas about to blossom forth in the field of group apprenticeship training, and with this new approach to the training of the semi-skilled juvenile, the main emphasis in the field of industrial training, in the immediate future, is likely to be concentrated on the training of young people.

Discussion Leader

Let me introduce you to:

Your working self

A READER has asked me for advice on the conduct of a merit-rating or assessment interview. I had written about this subject in general terms, but he says " on a subject like this it is easy enough to generalize. I should like to see how it works out in practice ".

As luck would have it, only a week or two later I was concerned with an interview of this kind; and I thought it might be useful if we examined the conversation which took place, between a foreman and his works manager. This foreman had been promoted a year previously to take charge of a section of eight men, whose work is mainly manual. The finished product and the good name of the Company (which it cherishes) depend considerably on the conscientious and speedy way in which these men do their work. The foreman, a clever technician, had devised himself the basic method they are now using. The Company has been under new management for two years.

The transcript of this interview, which took place at the time of the regular annual assessment review, was written down straight afterwards. After greeting the foreman and settling him into his office, the works manager begins.

MR. ROBERTS: *Your section has grown a lot during the past year Dick and, as you know, it is scheduled for rapid expansion in the future, so this is a good moment to pause and see how things are going. What do you think about it?*

DICK: Well, I think the method of assembly is all right but I'm not at all sure we're getting maximum production out of the men.

MR ROBERTS: *Yes, well, I'd like to repeat what we've all said before, we're proud of your invention on that job and the Board thinks very highly of your capacities. What is the difficulty with the men?*

DICK: It's Allen, Mr. Roberts. He's been my best friend at work ever since we came to the firm as lads. He's good at the work too, but I was promoted and he stayed on the bench and I cannot get him to work as hard as he should.

MR. ROBERTS: *What do you mean?*

DICK: Well, he goes off for a smoke when he feels like it. He wastes time starting after breaks. What's more he affects the others.

MR. ROBERTS: *Have you talked to Allen about this?*

DICK: Mr. Roberts, I've tried to make him see it my way.

MR. ROBERTS: *Do you think he might be jealous of you?*

DICK: Yes (pause) . . . I suppose he might be.

MR. ROBERTS: *Do you give him any responsibility?*

DICK: Oh yes, I have to. You know I have to be away from the section more and more as it grows, and he has by far the most experience.

MR. ROBERTS: *You feel this is a pity?*

DICK: Well I do in a way. As I said, I don't think he's 100 per cent behind what I'm trying to do.

MR. ROBERTS: *He's on the ordinary rate is he not?*

DICK: Yes, that's right, I don't feel justified in putting him up to top rate when I know he's holding out on me.

MR. ROBERTS: *Do you think he's capable of doing a better job?*

DICK: Oh yes. If you remember he did put in for that representative's job a few months ago—but they turned him down because he couldnt' speak well enough.

MR ROBERTS: *He must have been disappointed about that I suppose?*

DICK: He didn't say anything but it would have been more money, so I suppose he was. I quite agree with the idea of the new management that they are not going to penalize old servants of the company but . . .

MR. ROBERTS: (interrupting)—*You do see the reason for that? We feel if people like Allen, aren't pulling their weight, it is probably 50 per cent the fault of the old management and we can't penalize the workers for that.*

DICK: Yes, I know. But it makes my job more difficult.

MR. ROBERTS: *You would like to be rid of Allen?*

DICK: Yes, I would. And yet I know if I were to make a move of that kind it would cause such a row—I like to feel I am friends with everyone.

MR. ROBERTS: *Don't you feel friendly with the other foremen now you've been promoted?*

DICK: No not really. I still feel my real friends are in my own section. Do you think that may be one of my difficulties, I rely too much on people's friendship?

MR. ROBERTS: *Certainly, it would make it easier for you if you felt more at home with the other foremen. We should perhaps get you all together more.*

DICK: Do you think if I were to put Allen's pay up to the maximum he would respond then?

MR. ROBERTS: *Have you talked to him about that?*

DICK: No, not about that. I think I had better.

It seems that Dick has found some new avenues to explore in his relationship with Allen. He has gained insight, in particular, into his own need for companionship and has perhaps started to realize that this need may have to be suppressed if he is to become a fully fledged member of management. He has also decided to have another talk with Allen to find out more about the latter's feelings. Mr. Roberts has also learned. Dick obviously still feels himself to be part of the group from which he has been promoted—a situation which throws light on possible deficiences in the structure of the management team. How have these results been achieved?

I think Mr. Roberts was acting here as a kind of 'other self' to Dick. He was content to help Dick to clarify his own thinking on an obviously emotional subject: he did not offer advice, but frequently reflected and restated what Dick had said, thus helping Dick to see the true meaning of his thoughts and feelings. Mr. Roberts supplied an encouraging and friendly atmosphere.

In this kind of approach to an assessment interview, the assessor is not attempting to judge or evaluate, nor to pass on judgments. He is trying to help a subordinate to develop insight and a capacity for leadership.

You Are Judged

—by the records you keep

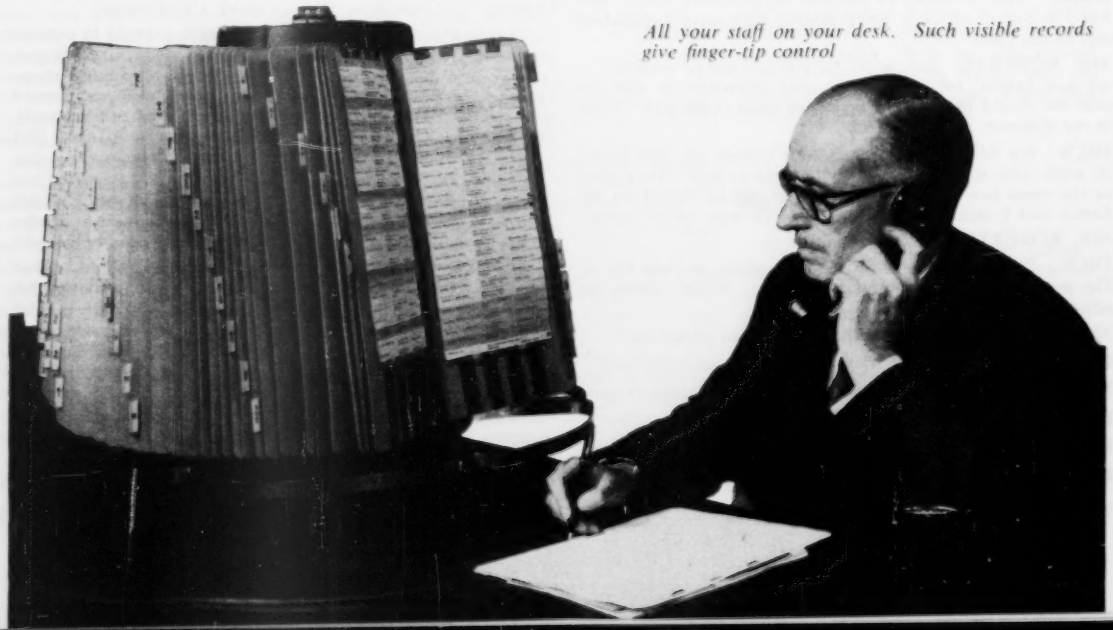
by Owen Lloyd

EVEN if it could not be remembered for any other benefit, the current redundancy scare in certain industries may still be held as a time of enlightenment for many personnel departments. To some, this new light may come as a shock; for other departments, it may reveal cause for satisfaction with policies and practices of the personnel organization.

The possible contrast in reactions was thrown into emphasis at a recent conference at the Industrial Welfare Society's headquarters. Arranged to discuss objectives and methods of keeping records, the conference presented students with a number of situations where the absence of sound records systems could result in untold havoc. Redundancy was one such situation. The firm with accurate and complete records could make adequate arrangements for seeing that the laying-off of selected workers was executed in a systematic manner, adjusted to a clearly defined policy which was based on relevant and carefully compiled statistical and factual information.

If redundancy is the most striking situation that underlines the necessity for personnel departments to maintain ordered records, the other occasions for which they are urgently required are as considerable, simply by sheer weight of number. To facilitate rapid and effective transfer of individuals between departments or jobs; to select suitable people for internal promotion of a restricted kind; to check on the success of employment interviews and recruiting techniques; to establish survival rates; to predict long-term labour turnover; or just to make periodic returns to Ministries or Trade Associations rather less of a chore.

Supposing that these were not sufficient reasons for convincing a personnel department that it ought to be thinking about organizing a systematic series of systems? There are other arguments—some may say, more cogent. It is a fact that personnel figures are asked for more suddenly and in more detail than any other figures or statistics. Whereas there appear to be rigid programmes for reporting sales and production figures, it is all too often that the personnel department is asked, usually just after lunch on a Friday, for detailed breakdowns to be placed on the managing director's desk "at 9.30 next Monday morning".



All your staff on your desk. Such visible records give finger-tip control

"How many hours have we lost through 'flu since this time last month?" "How many people—and who—have put forward Common Law claims this quarter?" "Give me a list of the works employees who will reach pensionable age by next March 31".

From these examples, it becomes clear that, by creating, maintaining and using reliable sources of information, any personnel department can enhance its prestige within the firm (and outside it on many occasions), besides making its own life that much easier. By providing a real service to other branches of management, by feeding the Board with rapid and detailed guides to trends, causes and effects, and by availing itself of such information that makes it almost indispensable to an organization that relies on effective 'pulse-feelers'; these are surely priority reasons for setting up a comprehensive, usable records system.

Bespoke only

But the emphasis, as placed by all experts, is on the fact that it must be specially designed for a single purpose and able to be applied for that purpose. Add to this, that it must be used. There is no merit in creating records containing wide ranges of information, if that information is never to be used.

No one form or card is entirely suitable for every personnel department—not even for limited groups such as individual industries.

The ordinary envelope file is probably most used by firms with a smaller number of employees, for the obvious reason that all the records belonging to one individual can be kept in a central position. Added to this, there is the advantage of being able to store the files in the personnel manager's office where they are instantly available for rapid reference. For larger organizations, this would appear to pose particular problems related especially to available space for such storage. Another disadvantage seems likely to arise out of the difficulty of abstracting statistical information from such a file.

It is for this reason that many firms, whilst keeping separate files for history cards, deduction slip counterfoils, agreements, etc., also turn to a handier, more readily consulted record in the form of visible index cards which are stored compactly in their own cabinets with quick-reference drawers and sections. Not only can this give mobile information (many are available on wheeled trollies), it can also be 'flagged' to read at a glance.

The simplicity of such a system can present its own problems: the main snag arising in the fact that, since the cards are so relatively small, many personnel departments are tempted to overcrowd the available space with complicated information which can eventually be read with only the greatest difficulty. Sensibly balanced, with signpost information on cards and more detailed data in separate files and dossiers, this combined system offers the average department a reasonably efficient and effective system.

Edge-punched cards have gained favour over the past few years. They have the advantage of requiring a minimum of writing on the card; they provide a quick means of sorting without machinery; and in a particularly small space, they accommodate a large amount of information. Nevertheless, problems can arise in this type of system. The most common criticism is that, when sorting these cards with the usual needle for the purpose, the cards that drop out to provide the required information have subsequently to be replaced in their correct numerical or alphabetical order.

There are systems that never allow cards to fall out of order and yet which have all the advantages of a punched technique. The *Findex* is one of these. Already used by a number of particularly large organizations such as ICI and the London Transport Executive, this system is based on a punching procedure which turns central holes into slots. A demonstration has proved that it is possible in about 60 seconds to select from 750 cards information such as all the male employees of a firm, born in 1920, joined the company in 1956, possess a University degree and also have some knowledge and experience of sales promotion.

No bother

Although the initial punching of information on to the cards might appear to take up the time saved in eventual sorting, the company who are responsible for the marketing of the *Findex* maintain that an operator with no experience and a certain degree of common sense can be trained in its use within something like 30 minutes. This company will also spare time to carry out the training themselves.

Central holes are the basis of another variation on a punched-card records system. But where this (*Brisch-Vistem*) differs from those already mentioned is in the fact that it records details not of individual employees but of individual characteristics or features. With as many as 10,000 positions on any one card, it can be punched to record the exact people who possess or acquire certain features. For example, you can punch one card to record those employees who are male, another to record who are part-time employees and another to record who work in a specific department. By placing these three cards one on top of the other, it is possible to establish at a glance how many people—and who—are part-time, male workers in each department.

Such a system can answer unexpected questions such as those more frequently encountered in a personnel department.

Moreover, it is possible for a personnel manager to observe trends even before anyone has thought of raising a query. For instance, the concentration of holes in a certain area of a card designed to record accidents occurring to evening-shift-workers will point to an untypical concentration in one time-period that was, until then, unsuspected.

Defence line

Such a system can even be said to score over something as complicated as mechanical devices for sorting, reading and reproducing documents. Perhaps its main attraction again lies in its ability to answer questions that have not yet been asked.

In this context of mechanical aids, it is a regrettable but nevertheless a real fact that personnel statistics tend to take second place in most firms. The office manager or whoever is in charge of an automatic sorter may well consider these requirements to be well down the list of importance when compared with production or sales statistics.

It is useless to regret such lack of foresight. The sure answer is to provide a system, tailor-made for the personnel department which will enable a rapid alternative to be provided, which must be effective; and it must be planned. But, most important, it must be used if it is to fulfil its primary role of serving management and of enhancing the prestige of the personnel department. After all, the man who shuffles the cards controls the game.

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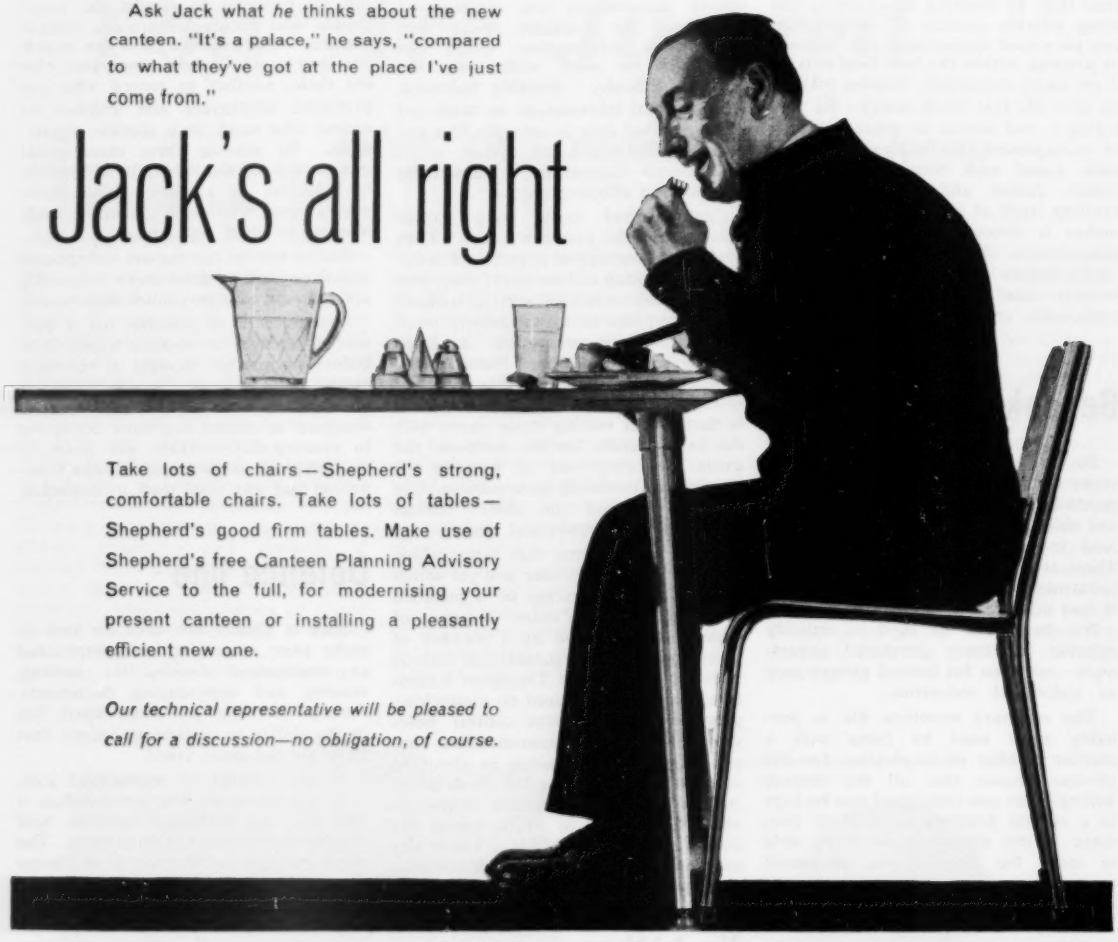
Jack's all right



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RIGHT SIDE OF THE LAW

by COUNSEL

Hasty pay-off

AN article in the November issue (Breaking the Bad News) illustrated some of the pitfalls in wait for the personnel man who gives reasons and good advice to rejected applicants. Awkward and costly situations can also arise when a company hires employees, especially senior executives, without properly thinking out the contract of service. For instance, as in the actual case where a clothing company was successfully sued by the former manager of their skirt factory.

This Company had advertised a post in connection with the design and production of skirts. The plaintiff, who possessed great experience of these matters, applied and was interviewed in November, 1954, by the managing director who offered him the post at £30 a week. The plaintiff did not think this was enough and asked, by letter, to see the managing director again. In reply the latter wrote,

"I am in receipt of your letter and note your misgivings that in your estimation the factory is not large enough for your capabilities. I am prepared . . . to wait until you are in a position to make a definite decision . . . but I would ask you to let me know within the next week or so. Finance is of secondary interest to me as it is my intention to build up for a larger product in this factory. Please bear this in mind if you think there will be any loss to you financially as I feel that this side could be overcome amicably between ourselves."

Subsequently, the plaintiff accepted an offer which was set out in a further letter from the managing director:

"We confirm that we are agreeable to engage you as production manager of our factory . . . at a salary of £30 a week with an addition of 2d. a skirt bonus on all skirts manufactured at the factory."

He worked for the company until November, 1956, when unfortunately he developed coronary thrombosis and had to stay away from work. The company continued to pay him his basic salary.

However, when he recovered in January, 1957, he was confronted with the situation set out in his letter of January 19 to the managing director:

"Having now recovered . . . upon calling at your request at your office this morning to discuss my return to the factory as factory manager (as hitherto), I was amazed to find that during my enforced absence through illness I have been replaced in my position by another and that the conditions under which I would be permitted to return to the factory would be such as to be most degrading . . . In the circumstances I must advise you that it is impossible for me to return . . . I must advise that if this is your final word then this letter be taken as my formal three months' notice of resignation."

The managing director replied:

"The terms of your employment with us were such that only one week's notice of termination on either side was required. You have no right to give notice of termination to take effect on April 19 next."

He added that he accepted the plaintiff's letter as one week's notice and enclosed a cheque for £60 2s. consisting of a week's salary and other items, "as an act of grace".

The plaintiff claimed damages for wrongful dismissal and the skirt bonus on items made between November 6, 1956, and January 29, 1957. Later, the defendant company paid £183 into court which he accepted in respect of his dismissal, but he maintained his claim for the bonus which was agreed at £250 6s. 2d. The defendant company declared that a week's notice of dismissal was reasonable. It was an implied term of the contract that the plaintiff was not entitled to remuneration if he could not work. His salary had been paid during his illness as an act of grace.

The judge observed that the contract of service was silent as to the plaintiff's legal right to be paid either salary or bonus while he was away ill. The legal position appeared to be that, where the written terms of the contract of service were silent as to pay during absence due to sickness, the employer was liable to continue paying as long as the contract was not ended by proper notice, unless a condition to the contrary could be inferred. It was clear from the evidence here that had the matter been mooted when the contract was made, the plaintiff and the managing director would have disagreed at once.

It had been argued that a distinction should be drawn between the salary and bonus, which depended on the number of skirts which, in turn, depended in broad measure upon the work done by the plaintiff over the preceding months, in arranging equipment and production in the new factory. The realities of the situation demanded the plaintiff should be paid during his absence the full remuneration he would have received as long as his contract subsisted.

This raises at least three important points which personnel managers should bear in mind: if no period of notice is fixed, the more senior the executive, the longer the period of notice he can claim; no term will be implied on a contract of service which the parties would not have agreed at the time; and, finally, that it does not follow because an employee is away ill that he will lose his right to a production bonus.

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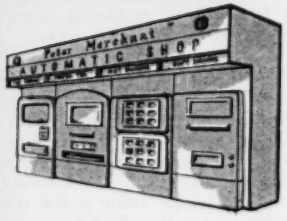

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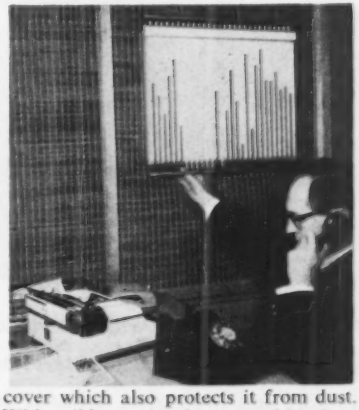

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They claim success through the double action of their chlorinated machine dishwashing compound. Not only does it clean, they say, but it also controls this staining.

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(*continued on page* 37)

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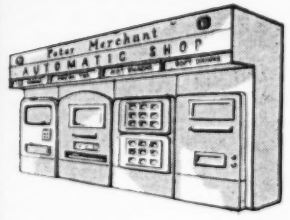

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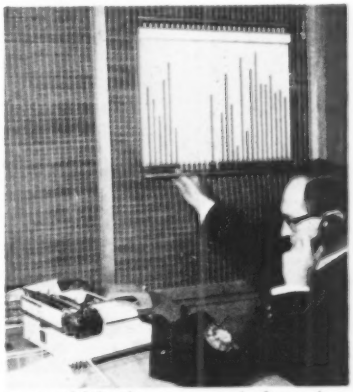

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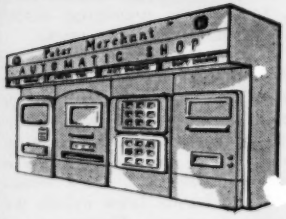

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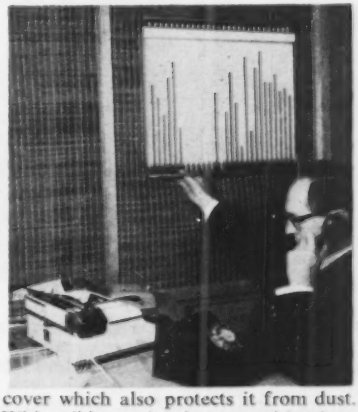

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Pyrene-Panorama offer industry one of the most comprehensive and time-tested industrial safety protection services in the country. The Pyrene-Panorama range incorporates the latest techniques and materials available, bringing a new high level of safety to industrial safety equipment.

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WORKING
GIRLS
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REGent 0317
'The overall you can't buy anywhere'

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scratched surfaces and prevents the building-up of stains. Additionally, it will remove contamination from dried-on food residues, lipstick, grease and oils, at one passage through the washing-up machine. It performs this service without corroding machine-parts.

Divoklor is a yellow granular product that is both free-flowing and readily soluble in water. Being of a non-foam character, it is said to ensure that adequate pump-pressures are maintained in the machine, throughout the wash-cycle.

Enquiry Ref. No. C1/1

UNIT CONTAINER

MECHANICAL release of the container when full: this is the up-to-date facility that is featured in the new *Regent Mark V* floor dryer. This makes on-the-spot replacement possible without a laborious tank-emptying operation

which might have involved the removal of the dryer to a remote location.

Among the other attractive capabilities of this machine we notice the 8 in. extension nozzle which makes a simple task of reaching under work-benches and other protuberances.

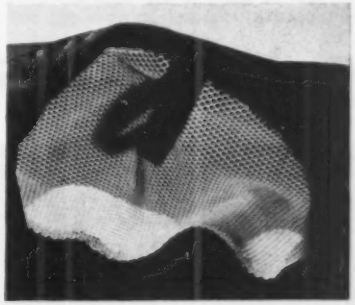
Enquiry Ref. No. C1/2

Protective Clothing

LINING THAT 'BREATHES'

CONVENTIONAL weather-proof clothing suffers from the disadvantage that a material which is impervious to rain does not 'breathe' to allow evaporation of perspiration. By means of a material known as *Netlon*, the makers of a new type of protective garment believe they have solved the problem.

The design relies for ventilation on a new lining made from a strong, net-like thermoplastic material, originally



developed for the packaging industry. It is made by direct extrusion, so that individual filaments are neither knotted nor woven but are welded into a rugged mesh, forming hundreds of channels through which ventilating air can circulate freely.

A further advantage of *Netlon* is that it is easily welded to the p.v.c. and similar materials now used for personal weather protection. It also eliminates, according to the makers, any possibility of rotting threads leading to rapid deterioration of the garment.

It is also claimed that *Netlon*, besides being waterproof, is resistant to most forms of chemical attack.

Enquiry Ref. No. P1/1

COLOURED APRONS

COMFORT and freedom are afforded by a completely new range of lightweight nylon aprons, produced especially for the food industry. The testimony has been given by industry's severest critics: employees.

These aprons are claimed to be completely resistant to fats, oils, solvents, grease and water. The qualities have been tested in extreme working conditions.

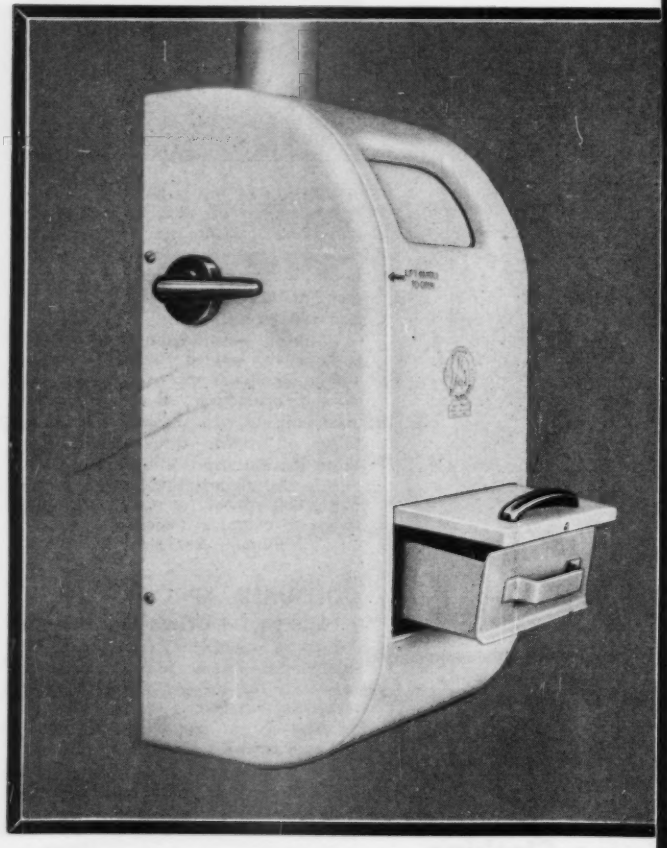
Fitted with standard reinforcement patches and nylon tie-tapes for extra strength, the large size weighs only a few ounces. Apparently, this does not reduce its resistance to abrasion and

(*continued on page* 39)

It's the **FAN** that makes **Wandsworth** the first name in **Incinerators**

Right:
Flush-mounted
BUNNIE

Below left:
Standard Surface-mounted
BUNNIE



FOR USE IN HOSPITALS, SCHOOLS, FACTORIES, NURSES HOMES, OFFICES, RESTAURANTS, ETC.

Exclusive Wandsworth built-in extractor fan on the 'Bunnie' incinerator entirely eliminates unpleasant odours due to smoke or fumes. By means of a simple relay system, several machines may use a common flue without risk of feedback—even when access doors are open.

● Completely hygienic ● Automatic operation ● Big capacity—100-150 staff ● Surface or flush wall mounting (Pedestal model also available—details on request). ● Residual ash deposited in ash drawer for later disposal ● Easy installation ● Minimum maintenance ● Long service life ● Outer case always remains cool ● Consumption 800 watts ● Available for A.C. or D.C. ● 12 months' guarantee

All British made by Wandsworth, one of the most famous and experienced names in the electrical industry.

Technical advisory service available—write or phone for new Incinerator Booklet.

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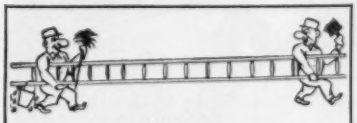


JANUARY

Start the New Year with this resolution: No more dirty grimy buildings, no more soot or soiled distemper and paint work. Call in the up-to-date cleaning specialist to give your premises a face list.

- Degreasing of floor surfaces.
- Cleaning inaccessible ledges.
- Wall surfaces and distemper.
- Woodwork, exterior stone.
- Glass roofs and windows.
- Wall paper and ceilings.
- Floor sanding.
- Carpets.
- Daily office cleaning.

AND ALL PAINTING AND REDECORATING

STRAND CLEANING SERVICES LTD.

85 Gordon Rd., London, S.E.15
Tel.: NEW CROSS 9800-1

For more details, complete coloured form at back.

tearing which, the makers observe, is better than is found in other types of apron.

The aprons are available in a variety of sizes and colours.

Enquiry Ref. No. P1/2

The value readers place on this Equipment Market is clear from the flood of enquiries reaching the PERSONNEL MANAGEMENT AND METHODS Reader Service Department soon after an issue appears. Only new products qualify for inclusion in this section of the journal; and this selected display is appreciated. We invite firms to submit details of suitable products for this guide to safer and better working in industry.

Safety

ALL ABOUT GOGGLES

A REAL service to management is provided in the pages of a sales brochure recently published by a leading company of safety spectacle manufacturers. Apart from specifications for their own products, this firm has included various relevant summaries such as the legal requirements for eye protection, as laid down in the Factories Acts and further orders and regulations.

Extracts from British Standard specifications are also detailed. Having listed 97 occupations where some form of eye protection is obligatory or desirable, they proceed to list particular frames and lenses required for individual jobs. These specifications include references to the type of hazard, examples of where it will be encountered, the type of frame to be used, and the type of lenses and additional filters.

The final page of this excellent catalogue gives details of the maker's service and repair facilities, repair kits, safety notices and spectacle cases. For safety campaigns in the works, this Company arranges for special exhibitions of its own products.

Enquiry Ref. No. S1/1

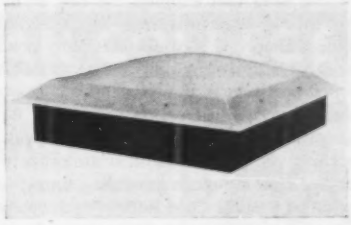
Lighting

KEEP OUT THE WEATHER

SIMPLIFIED fixing, increased weather-shedding properties, improved draught-sealing and extra strength/weight ratio: these are four of the features recommended by the makers of *Coxdome Mark II* acrylic rooflights.

With some years of practical application for their original *Mark I* rooflights in assembly shops, hospitals, schools and inspection departments, the manufacturers have high hopes for their latest development which could well be specified for any building where good, natural top-lighting is essential.

Formed from *Perspex*, these rooflights can be produced from either clear acrylic sheeting (for maximum light transmission), or from diffusing opal acrylic sheeting (for privacy or diffusion of sunlight). They can also



be made to order in amber or other colours.

The clear sheeting is claimed to transmit 92 per cent of visible light,

(*continued on page* 41)

Some unofficial research on solids and liquids

In the technological civilisation of today, there must be an ever increasing army of 'back room boys' whose seemingly unending task is pure research.

RESEARCH to the outside observer has no practical value, and apparently cannot help surgery, space rockets, or make the housewife's lot an easier one. I say again, this is what appears 'on the outside looking in'. If, as I have, you do get a look in, you will realise that without pure research there is no real scientific progress. It is research of this kind that supplies the raw materials for the product research man. Last week I was in a research laboratory that deals with the behaviour of certain solids and liquids in a wide variety of temperatures and conditions. Having done a certain amount of this work myself, I was intrigued to find that they had overcome a problem that I had always found particularly annoying, especially when I was absorbed in a lengthy experiment—I mean the conveyance of edible solids and liquids to the digestive tract with the minimum of annoyance and the maximum enjoyment. No canteen queues or messy trolley service here, nothing to spoil the clinical atmosphere of the lab. Nothing to distract the resolute experimenter—no more grumbling tums ! Of course you will have guessed by now—they had installed a Still's Cold Buffet Machine and a Tea Machine. Now everybody eats and drinks when they feel like it, fitting in with their work routine. Still's vending machines are no trouble to maintain; they operate at the drop of a coin, and give a fine selection—24 hours a day. Write for W. M. Still's catalogue of vending machines. You'll find they're the answer to many a knotty equation.

By appointment to Her Majesty The Queen Manufacturers of Kitchen Equipment

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29/31 Greville Street,
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Telephone HOLborn 3744

AP336

For more details, complete coloured form at back.

plus a high percentage of ultra-violet light; and its transparency is said to be unimpaired by heat or exposure. Cleaning—necessary for maximum efficiency—need be no more than an occasional wash with soap or detergent.

The *Coxdome Mark II* can be made to order, although standard sizes and prices range from 24 x 24 in., at 65s., to 118 x 70 in., at £60. Packing and delivery are free on goods to the net value of £30 or over (within the British Isles). For oversea clients—and the original *Mark I* has already been severely tested by extreme climates—quotations FOB and CIF will be submitted.

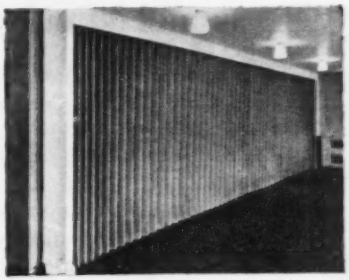
Enquiry Ref. No. LI/1

Welfare

SOUND EXPERIMENT

AN interesting experiment in noise-abatement has been carried out with a new model expanding wall/door, known as the *Soundmaster*.

A large school hall (60 by 30 by 14½ ft), was divided into three parts



by means of two expanding walls and doors, each accommodating an opening of 29 by 12 ft. One pair of doors was the standard *Modernfold* model, while the other pair was a specially constructed *Soundmaster*. Both were suspended from a joist below the ceiling level; the joist itself being hollow-boxed into ceiling level with perforated pegboard.

The floor construction was of maple strip on creosoted battens on a concrete sub-floor. The battens ran the 60-ft length of the building. During the test, the transoms of all windows in the hall were open.

The voices of three people talking at loud conversational level were recorded on an audiometer with the doors open: this read as 40/45 decibels. With closed doors, there was no recorded reading.

In a further test, cutlery was dropped from a height of 18 in., into a metal tray. With the doors open, the audiometer gave a reading of 70 dB. This test was repeated with the *Modernfold* in the closed position: the reading dropped to 55 dB. Once the *Soundmaster* doors were closed, the maximum reading was only 40 dB.

Enquiry Ref. No. WI/1

STERILIZED DRESSING

STANDARD *Dalmas*-type, elasticated first-aid dressings are now being produced in individual sachets, sterilized by a gaseous method after filling and heat-sealing.

The material used for the packs is a special grade of lacquered paper which

provides an effective heat-sealing surface, besides being water-resistant. Complete hygiene is maintained even in the packing stage where all filling is performed by automatic machines.

Enquiry Ref. No. WI/2

We have been asked to point out that the initial wording of the advertisement for Skyways Coach/Air Ltd., in our December 1960 issue, should have read: "lowest return air fares to Paris," not "lowest return fares to Paris", as printed.

BUYING NEW FURNITURE?

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FURNITURE SHOW

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FEB 1 to FEB 11

Trade Preview
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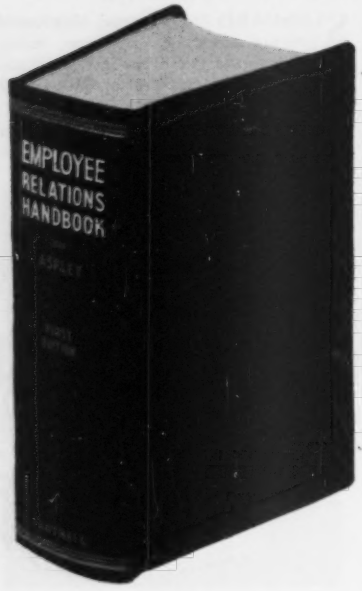
Send today for free prospectus, mentioning exam, or subjects in which interested, to the Secretary, G1/85, Metropolitan College, St. Albans (or call at 30, Queen Victoria Street, London, E.C.4).

ST ALBANS



Worth Its Weight in Gold to Readers of "Personnel Management and Methods"

This famous EMPLOYEE RELATIONS HANDBOOK, published by the Dartnell Corporation of Chicago, has hitherto been difficult to obtain in this country owing to dollar restrictions. But it is now available to you, *on full approval*, within 48 hours, so that you can begin at once to apply the problem-solving plans and ideas of companies whose staff relations are unusually good.

This HANDBOOK is the key to better relations between management and staff. It brings you thousands of facts and statistics, presented clearly for instant reference, plus case histories of actual personnel methods and measures, developed and used successfully by progressive firms for winning the goodwill and co-operation of their employees—the kind of information you will find most helpful in solving your own everyday staff problems.

The case histories in the EMPLOYEE RELATIONS HANDBOOK are documented and analysed to permit quick and easy translation to other lines of business. Over all, you will find more than 200 charts and ready-to-use exhibits in its 1,390 pages.

A Few of Its 69 Chapters

6. Personnel Policy for the Office.
7. Labour Relations in the Factory.
8. Collective Bargaining for the Sales Force.
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10. Setting Up and Operating the Budget.
14. Welfare Funds and Fringe Benefits.
15. Handling Grievances.
17. Settling Labour Disputes.
18. Employee-Employer Committees.
19. Where to Find Good Workers.
20. Employment Methods and Records.
21. Job Analysis and Evaluation.
22. Employee Selection Procedures.
23. The New Employee.
24. The Employee Manual.
25. Training and Upgrading Employees.
27. Performance Rating Plans.
28. Promotion From Within.
29. Developing Better Supervisors.
30. Rating Managers.
31. Salary and Wage Administration.
32. Incentives for Salaried Employees.
33. Incentives for Hourly-rated Employees.
34. When Dismissals Are Necessary.
35. The Seniority Problem.
36. Manpower Utilization.
37. The Problem Employee.
38. Women in Business and Industry.
40. Executive Development.
41. Training Supervisors.
43. Suggestions Systems.
46. The Absentee Problem.
47. Tardiness in Office and Factory.
49. The Communication Problem.
50. Employee Publications.
51. Letters to Employees.
53. Office and Factory Bulletin Boards.
54. Reports to Employees.
56. Vacation and Sick-Leave Practices.
58. Feeding Employees.
60. Recreational Activities.
65. Retirement Plans and Problems.
67. Accident Prevention.
68. Company Security Programme.

The EMPLOYEE RELATIONS HANDBOOK should be on the desk of every personnel manager, every works manager, everyone who is in any way concerned with human relations at work. It is the sort of volume which will quickly repay its modest cost of £5 10s. post free, because it provides specific help, practical guidance and usuable solutions for all kinds of staff and labour problems. Consequently, you will find it a boon, an ever-present counsellor whenever you are faced with difficulties. So secure it for your own daily use and benefit. Let it take care of your staff worries.

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BLICK TIME RECORDERS LIMITED

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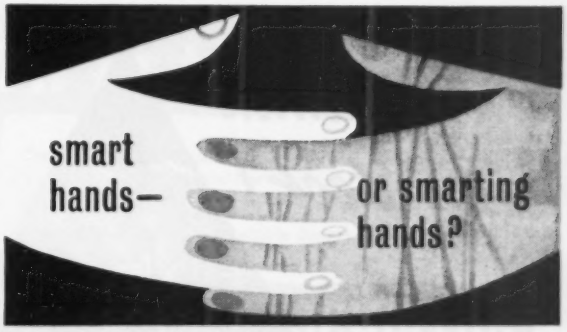

Dermatitis hurts. Both hands *and* production suffer. The difference between smart hands and smarting hands is a Rozalex Barrier Cream. There is a range of these creams to provide protection against almost all known industrial irritants. Rozalex have been specialising in barrier creams for over 30 years. Their full technical resources are available from Rozalex Ltd., 10 Norfolk Street, Manchester 2.

ROZALEX BARRIER CREAMS protect

GRE-SOL

DISPENSES WITH DIRTY HANDS

Dirty hands are clean in seconds with GRE-SOL. Just one squeeze and grease and grime disappear ; and the GRE-SOL Dispenser Can is so convenient to use at any time. The dispenser nozzle screws on—no drips or wastage. Economical in use—each can holds one imperial gallon.

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Your guarantee for complete reliability.

GRE-SOL. *Awarded the certificate of the Royal Institute of Public Health and Hygiene.*

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All hands 'on deck!'

Beware of cuts and grazes! Neglect can easily turn them into 'lost time' accidents. Protect them with PRESTOBAND—and keep your hands at work.

PRESTOBAND is a pure surgical cotton gauze bandage, specially treated to make it self-adhesive. It takes no time to apply, and speeds up the healing of minor injuries. It is easy and painless to remove—it comes off cleanly and leaves no mark. No first aid box is complete without PRESTOBAND. For bulk users, PRESTOBAND is supplied in a special 'Hospital Pack', saving about 40% on costs: 12-yard rolls, in three widths—½", 1" and 2". Samples on request. *From your usual supplier, or from the manufacturers, Vernon & Co. Ltd., Preston, Lancs. Tel: Preston Priory 83293*

thanks to **PRESTOBAND**

THE ANTISEPTIC SELF-ADHESIVE BANDAGE

Sticks to itself, but NOT to the skin!

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Wondering how to keep watch on the watchman? Llewellins have a system whereby NOBODY can 'beat the clock...'

LLEWELLIN'S WATCHMEN'S CLOCKS

provide a clear indelibly printed record of the time of your watchman's visits to strategic parts of your premises. He ***must*** visit each keybox station in order to actuate the clock's mechanism. The record is his protection too—he can ***prove*** that he has done his job well.

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Stations: **17/6** each.

For a free estimation on YOUR premises write to :—

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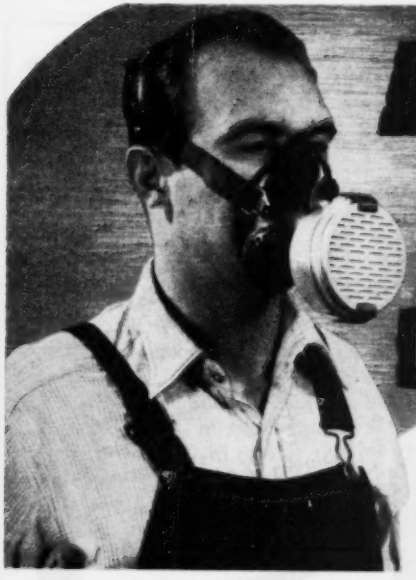

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Deadly mineral dust particles less than 5 microns can wreck the health of your workers.

Protect them from this invisible danger with the

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Light, comfortable, easy-to-wear Draeger Dust Respirators stop all injurious dust particles down to 0·5 microns.

Officially approved by H.M. Chief Inspector of Factories and covered by M.O.P. Certificate D.M. 101 and National Coal Board Approval D.R.I.

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are an
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BARRIER CREAMS
KERODEX
KEROCLEANSE
SKIN CLEANSERS

Skin care as important as machine maintenance.

In keeping down costs, the care and maintenance of the hands needs the same attention as is given to the routine maintenance of machine tools. Today, especially in a wide range of industries, operator's hands are exposed to a surprising variety of skin hazards—many of them relatively new, and the use of the best techniques with cleansers and barrier creams can have a big effect on costs. Here are some of the advantages of using Kerodex and Kerocleanse:

* *Kerodex barrier creams have been specially developed to give protection against a wide range of skin hazards.*
* *Kerocleanse special cleansers remove difficult substances from the skin, effectively and safely on the job.*
* *Kerodex and Kerocleanse together maintain healthy hands.*
* *Healthy hands are dexterous and productive tools.*

Our confidential Technical Advisory Service at home and overseas is being used by over 3,000 international manufacturing companies on problems affecting the skin health of their workers. Details of this service are available to you on request.

SP *Please apply for our overseas agents' names and addresses.*

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By the simple depression of a lever the **Barrywald Sanitary Incinerator** automatically destroys sanitary towels, surgical dressings, documents, etc.

It solves major and vital hygiene and security problems in factories, offices, institutions, blocks of flats, etc.

Write or phone today for illustrated leaflet or demonstration.

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Dainite

WASHABLE AND UNBREAKABLE BUTTONS AND SLIDE BUCKLES

● Labour saving ● Permanent
● Never need be removed

Samples supplied upon request

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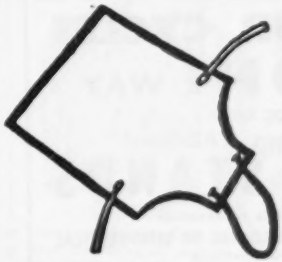

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*DURATECT APRONS	A choice of twenty or more from conventional materials
*FEATHERTECT APRONS	A selection of Five Super Quality Lightweight Industrial Aprons
*FANCYTECT APRONS	Fancy Patterned, Fabric Reinforced Women's Industrial Aprons

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FOR MEN AND WOMEN

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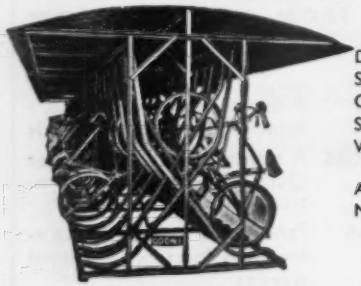

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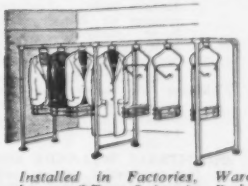

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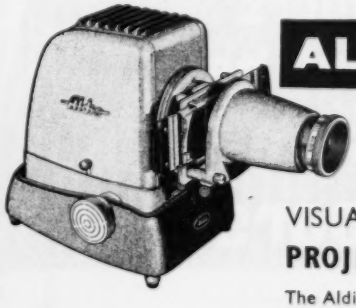

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22 Government pension proposals examined
23 Management conference for executives only
'New Thinking' luncheon
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28-March 2 Interviewing techniques.

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15 **Glasgow.** Works managers' conference
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28 **Manchester.** Suggestions schemes.

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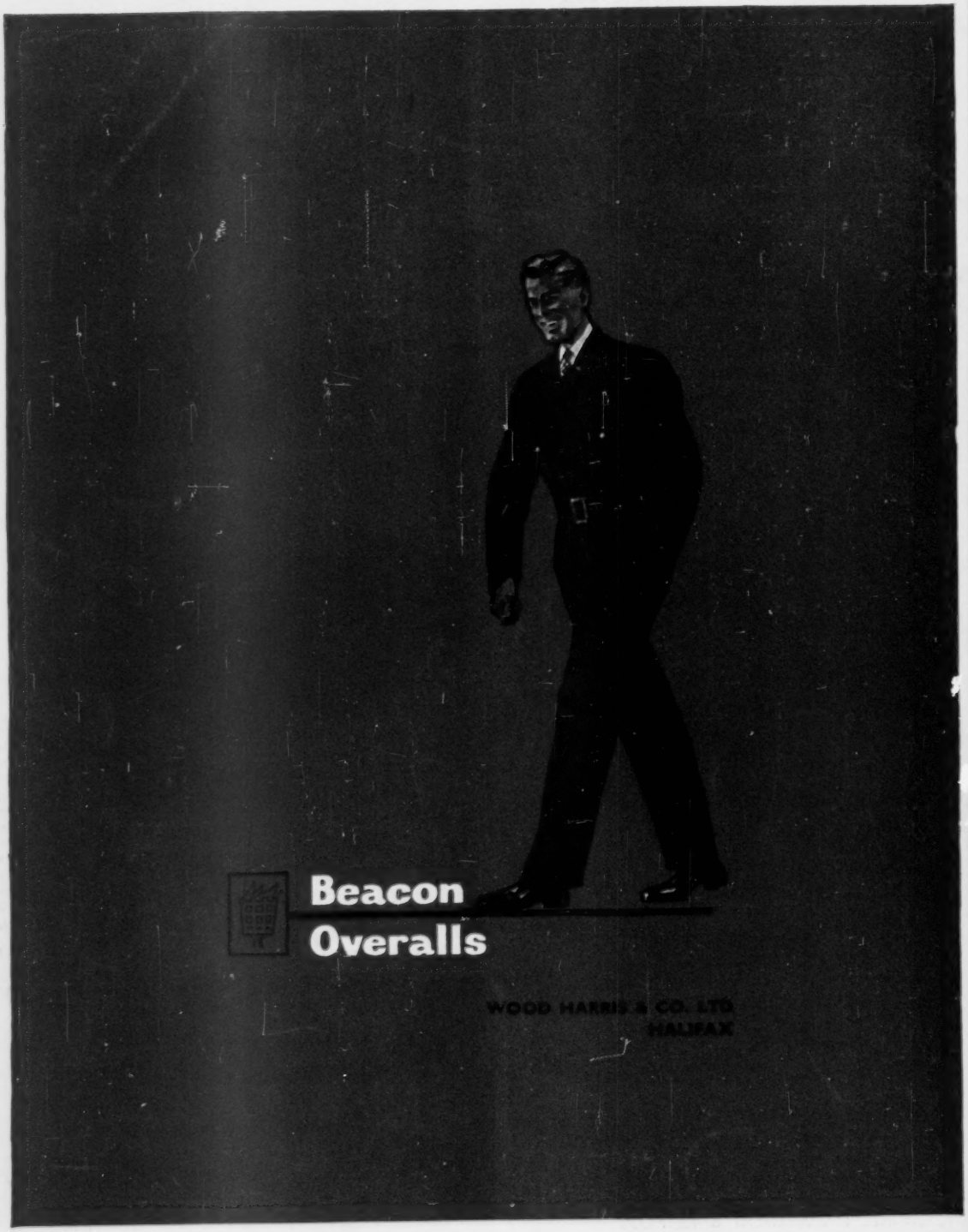
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